

# Central Carolina Technical College

## 2010-2011 Annual Effectiveness Report



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## **INTRODUCTION**

### **Planning for Institutional Effectiveness at Central Carolina Technical College**

Central Carolina Technical College engages in ongoing, integrated, and institution wide research-based planning and evaluation processes. The elements of Central Carolina Technical College's planning processes incorporate a systematic review of the institution's mission, goals, and outcomes resulting in continuous improvement in the institution's quality and demonstrates the institution is accomplishing its mission. Planning for institutional effectiveness involves two processes: 1) annual planning and 2) strategic long-term planning. Both employ assessment for continuous improvement as a parallel process to planning. The College involves multiple stakeholders in its collaborative planning process and maintains a focus on its mission in planning for institutional effectiveness.

It is the responsibility of the Executive Leadership Team (ELT) to provide leadership in established procedures to ensure comprehensive and integrated planning and budgeting processes throughout the institution. The procedures employed are designed to empower the organizational units to plan, evaluate, and continuously improve student learning, teaching, and support services through the identification of expected outcomes.

### **CCTC Mission Statement**

Central Carolina Technical College is a comprehensive, public, two-year institution of higher education dedicated to fostering a positive environment of teaching and learning for faculty, staff, and students. The College serves primarily the region of Clarendon, Lee, Kershaw, and Sumter counties in South Carolina and confers associate degrees, diplomas, and certificates. College programs, student support services, and resources provide citizens, businesses, industries, and communities with quality, affordable, accessible, customer-responsive post-secondary education through life-long learning and specialized training opportunities specifically designed to develop the foundation for personal growth, economic development, and an improved quality of life.

The College's vast array of associate degree, diploma, and certificate programs prepares students to enter the job market, to transfer to senior colleges and universities, and to achieve their professional and personal goals. Specifically, Central Carolina offers academic programs in business, the health sciences, public service, industrial and engineering technology, and the arts and sciences. Through its comprehensive programs and support services, the College annually serves over 4,500 credit students and 10,500 continuing education students in both traditional and non-traditional formats. (Revision Approved by the Central Carolina Technical College Area Commission, July 21, 2005)

**Central Carolina Technical College**  
**Annual Goals**  
**2010-2011**

1. Provide ongoing marketing and promotion of the College to support a collegiate image generating greater interest and awareness in the public arena that Central Carolina Technical College offers postsecondary educational opportunities.
2. Provide relevant curricula in all academic divisions through the assessment of workforce and economic development needs of the College's service area.
3. Provide continuing education training opportunities that support the College's service area business and industry through a collaborative relationship between credit and noncredit programs.
4. Compile the Fifth-Year Report for continued SACS accreditation and monitoring of the results of the Quality Enhancement Plan, "Bridging the Digital Divide."
5. Continue to implement facilities master plan in order to ensure sufficient and improved internal and external space is available to meet the College's needs.
6. Attract and retain appropriately credentialed, diverse, and talented faculty and staff by offering competitive salaries and benefits.
7. Continue to address expansion of the Kershaw County campus by securing additional funding resources necessary for continued growth of this campus
8. Provide a comprehensive approach for the delivery of quality distance education courses and programs through the integration of academic and student services that facilitates accessibility of institutional resources for student success.
9. Develop and implement learning outcomes for student support services in an effort to provide quality services that support the learning environment and address student concerns such as financial need and personal development.
10. Develop a plan for increased awareness of the College Education Foundation through alumni involvement and scholarship donor activities.
11. Establish an effective and timely approach for collecting and analyzing data which supports decision-making and improves overall institutional effectiveness.

## **Institutional Effectiveness Review of Accomplishments of the 2010-2011 College Goals**

Central Carolina Technical College reviews the previous year's plans of action at all levels throughout the institution as a basis for the formulation of the upcoming year's plan of action. Results are identified and their use for improvement is identified to serve as the basis for the next year's plan for the respective areas of the College. This creates an integrated and comprehensive review of the Annual College Goals and supporting plans of action. While the specific detail level of accomplishments is recorded at the division and departmental level, the College accomplished many major objectives during the 2010-2011 year. The following accomplishments for each goal provide evidence of the qualifications and experience of the professionals at Central Carolina Technical College to accomplish the work of the College. Their experience spans public education, private sector experience, community involvement, academic preparation, and experience in leadership and management to support the Mission of the College.

### **Central Carolina Technical College Accomplishments for Annual Goals for 2010 – 2011**

1. Provide ongoing marketing and promotion of the College to support a collegiate image generating greater interest and awareness in the public arena that Central Carolina Technical College offers postsecondary educational opportunities.

#### **Accomplishments:**

- Conducted an institutional process for the compilation of the 2010-2015 Strategic Plan
- Produced publications communicating the College's role in the community including the College Catalog and Student Handbook, program brochures, and course schedules
- Launched a new website for the College
- Promoted the College's role in the economic development of the community at local Chambers of Commerce, Economic Development Boards, and Workforce Investment agencies
- Focused promotional activities on quality educational opportunities and quality of life for the graduates of the College's programs of study
- Increased number of Open House events and expanded to outreach locations
- Created Patriot Scholarship program to increase awareness by military personnel and family
- Created program profiles to promote individual programs of study

2. Provide relevant curricula in all academic divisions through the assessment of workforce and economic development needs of the College's service area.

#### **Accomplishments:**

- Graduated 702 graduates in current IPEDS reporting cycle
- Placed 94% of the graduates in the workplace

- Maintained a program completion tracking system for all academic programs
  - Implemented the Massage Therapy Certificate and the Human Services Certificate programs
  - Conducted academic program reviews in accordance with the College's Program Review Cycle for continuous improvement
  - Gained appropriate approvals for the implementation of the Human Services Associate Degree, Gerontology Certificate, Environmental, Health, and Safety Certificate, Pharmacy Technician Certificate, and Emergency Medical Technician Certificate for Fall 2011
  - Conducted advisory committee meetings in all academic programs to ensure linkage between workplace competencies and the curriculum
  - Completed all NATEF requirements for the Automotive Technology Program for the interim report
  - Satisfactorily completed the NLNAC accreditation team visit for the new Health Sciences Center
  - Established college-wide learning outcomes linked to program outcomes
  - Implemented strategies for the Course and Student Success Evaluation Team
  - Submitted Paralegal Interim Report for continued ABA program approval
3. Provide continuing education training opportunities that support the College's service area business and industry through a collaborative relationship between credit and noncredit programs.

**Accomplishments:**

- Collaborated with business and industry to identify and deliver training needs for workforce development through CCTC and ReadySC for three industry expansions
  - Collaborated with Academic Affairs to develop new programs of study
  - Registered five new apprenticeship programs with the USDOL (DeRoyal, EMS, Charleston Water System, Berkeley County Water & Sanitation, and CCTC)
  - Provided training for approximately 450 "water" professionals at the Main Campus by the SC Environmental Training Center
  - Presented at two national water conferences (ABC & AWWA) and maintained a representative on the SC Environmental Certification Board
  - Offered credit and non-credit welding programs
4. Compile the Fifth-Year Report for continued SACS accreditation and monitoring of the results of the Quality Enhancement Plan, "Bridging the Digital Divide."

**Accomplishments:**

- Began compilation of the SACS Fifth-Year Report through college-wide integration of resources
- Completed the Quality Enhancement Plan and adopted this project on an ongoing basis for the College
- Implemented a new organizational structure for the responsibilities of the SACS Liaison

- Reviewed Substantive Change Policy and implemented internal procedures to ensure compliance
  - Structured the Administration and Planning Division to manage SACS compliance, planning, institutional effectiveness, and reporting functions
5. Continue to implement facilities master plan in order to ensure sufficient and improved internal and external space is available to meet the College's needs.

**Accomplishments:**

- Completed the college-wide information technology upgrade project including the hardware and network infrastructure and the wireless network implementation
  - Opened the Health Sciences Center in downtown Sumter
  - Completed renovations to the Science Building 600 resulting in additional biology labs, faculty offices, and student labs
  - Replaced and expanded interior and exterior wayfinding signage at Main Campus, Kershaw County Campus, Health Sciences Center, F.E. DuBose Campus (exterior only), and Shaw Center
  - Implemented renovations to Building 700 for the Early Care and Education Associate Degree and the Human Services Associate Degree programs
  - Initiated the renovation of the entrance to Main Campus for increased student safety and more efficient traffic flow
  - Expanded the lab facilities for the Natural Resources Management Center
6. Attract and retain appropriately credentialed, diverse, and talented faculty and staff by offering competitive salaries and benefits.

**Accomplishments:**

- Added full-time faculty positions in Massage Therapy, Human Services, Welding, Mathematics, Biology, and Information Technology
  - Added staff positions in all major divisions of the College based upon identified needs
  - Offered comprehensive college-wide Professional Development Program
  - Implemented a CCTC Wellness Program for employees
  - Offered comprehensive Adjunct Faculty Orientation and New Faculty Orientation programs
  - Implemented Administrative Specialist Apprenticeship Program for educational and on-the-job training resulting in a 3% pay increase upon successful completion by participants
7. Continue to address expansion of the Kershaw County campus by securing additional funding resources necessary for continued growth of this campus.

**Accomplishments:**

- Worked collaboratively with Kershaw County partners to strategically plan for the postsecondary needs through a local option sales tax initiative
- Continued to partner with the Kershaw County Economic Development Board and other partners to strengthen economic development for business and industry

8. Provide a comprehensive approach for the delivery of quality distance education courses and programs through the integration of academic and student services that facilitate accessibility of institutional resources for student success.

**Accomplishments:**

- Provided extensive training for faculty and staff in the online learning environment
- Increased online course offerings
- Implemented an Online Faculty Certification Program to support online faculty development
- Developed online version of New Student Orientation to ensure accessibility for distance education students
- Added student support resources on the Intranet to improve distribution of policies, procedures, and available services

9. Develop and implement learning outcomes for student support services in an effort to provide quality services that support the learning environment and address student concerns such as financial need and personal development.

**Accomplishments:**

- Identified student learning outcomes for student support services, activities, and programs to support student success
- Developed PBI grant proposal to expand student support services for high-need students
- Expanded Student Activities offered to the students with the addition of several student organizations and community service opportunities
- Conducted a Classroom and Student Management Workshop for faculty and staff to support a positive instructional environment and provide positive intervention strategies
- Provided training to faculty on financial aid policies and procedures to improve communications with students
- Secured TRiO Student Support Services grant
- Conducted several process/program reviews in an effort to better serve students
- Held Awards Convocation and other related award programs to recognize student success

10. Develop a plan for increased awareness of the College Education Foundation through alumni involvement and scholarship donor activities.

**Accomplishments:**

- Added a staff position to manage an Alumni Affairs Program in the Administration and Planning Division
- Began initial activities to expand Foundation programs and services

11. Establish an effective and timely approach for collecting and analyzing data which supports decision-making and improves overall institutional effectiveness.

**Accomplishments:**

- Conducted internal and external surveys to determine level of effectiveness for programs and services



- Administered program surveys for all new programs of study to determine workforce needs
- Developed strategies for effective management of data to support sound decision making for student success
- Collaborated with Information Learning Technologies Department to identify data needs
- Added a staff position to determine institutional needs to pursue grant funding

### **Areas of Focus Identified for 2011-2012**

While the roster of accomplishments is broad and represents the realization of many objectives, the Executive Leadership Team recognized there were many areas for further development within the institution to provide for continuous improvement. Some general content areas for focus in the 2011-2012 year were identified as follows and served as the foundation for the identification of the 2011-2012 Annual Goals:

- Focus on the assessment of student learning outcomes
- Delivery of distance education courses and programs with greater integration of services
- Increasing the number of graduates and program completions
- Implementation of a comprehensive Career Services Center
- Expansion of program offerings and relevant curricula
- Increasing the partnerships with the secondary system to facilitate more secondary graduates continuing their education
- Increasing the number of business and industry services by the Career Training and Development Division
- Implementation of the Master Plan
- Increased collaboration between Student Affairs and Academic Affairs
- Increasing faculty and staff salaries
- Increasing the College's enrollment to provide educational opportunities for the service area
- Identification of grant opportunities
- Expansion of the electronic resources on the College's website and Intranet
- Establishment of an Alumni Affairs program
- Implement cohesive planning for institutional effectiveness and supporting regional accreditation
- Compliance with all SACS standards

**President's Office****ANNUAL EFFECTIVENESS REPORT****AY 2010-2011**

College Goal Supported	Division Objective	Division Objective	Results	Use of Results
All Annual Goals	1	1. Provide leadership to the Executive Leadership Team in the implementation of the College's planning process for programs, services, and facilities supporting continuous improvement.	1.1 Communicated the College's 2010-2015 Strategic Plan to stakeholders through numerous venues regarding the 2010-2015 Strategic Plan with mailings to constituents in the College's service area in December 2010; integration of the 2010-2015 Strategic Plan into the 2011-2012 planning workshops; and by ongoing review and integration by the Executive Leadership Team.	1.1 The 2010-2015 Strategic Plan will continue to be used as a primary planning tool to accomplish the College's Mission, and the goals and strategies integrated throughout the planning and budgeting process.
			1.2 The 2010-2011 CCTC Annual Goals were assessed by the Executive Leadership Team in January 2011; report generated with the accomplishments for each goal; and the Executive Leadership Team prepared the 2011-2012 CCTC Annual Goals for review by the College internal stakeholders.	1.2 The 2011-2012 CCTC Annual Goals will be implemented to support the College's Mission and will be monitored throughout the 2011-2012 time period. All 2011-2012 CCTC Annual Goals were related to a Goal/Strategy in the Strategic Plan, and methods of measurement were identified for each 2011-2012 Annual Goal.
			1.3 The progress of the Master Plan for the 2010-2011 year was assessed in the area of facilities for delivery of programs and services with the Health Sciences programs relocated to the Health Sciences Center in August 2010; Building 600 renovated and science classes were delivered beginning in January 2011 in	1.3 The Master Plan will continue to be implemented, and monitoring of status will be integrated into any changes as a result of external factors.

			new science labs; Building 700 renovations were begun with completion on schedule for August 2011; began renovation of Buildings 100 and 300 for Student Affairs Division with completion date of November 2011. The College President and Vice President for Business Affairs began discussions with City of Sumter officials regarding the downtown Federal Building, and discussions were employed regarding the Natural Resources Management Center utilization for future years.	
1, 7, 10	2	2. Facilitate ongoing communication with partners to increase the awareness of the role of the College in providing postsecondary educational opportunities.	2.1 Extensive communication occurred with partners in the College's service area to promote the College's Mission, programs, and services of the institution including presentations to local school districts to support dual enrollment opportunities; partnerships with local economic development agencies; partnerships through apprenticeships/training; development of new programs of study; and the continuation of the Executive Leadership Team's role in public relations throughout the College's service area.	2.1 Partnerships will be initiated and maintained to facilitate the accomplishment of the College's Mission to various stakeholders.
			2.2. Provided oversight leadership for the Public Relations Department to market and promote the College's programs and services through the publications and media outlets for the College including the course schedules, catalog, program	2.2 Publications, media promotions, and formal communications will be produced to promote the College's programs and services to support the Mission.

			brochures, registration guides, billboard, print media, and the increased presence through electronic media; launched the new website for CCTC in March 2011.	
2, 3, 5, 9, 10	3	3. Provide oversight leadership for academic programs and services that provide quality educational programs that support student success and economic development in the College's service area.	3.1 Collaboration occurred with the Academic Affairs Division personnel to ensure quality academic programs and services were delivered to support the College's Mission including the hiring of additional academic and student support personnel; development of four new certificate level programs of study and the addition of a new associate degree in Human Services supporting the need for graduates to support economic development; graduation of 702 students from programs of study with a 94% placement rate reported for the Program Vitality process.	3.1 Education programs will be delivered to the College's service area in a quality manner resulting in graduates of programs of study possessing appropriate learning outcomes.
			3.2 Collaborated with economic development bodies on the Industrial and Engineering Technology needs. Communicated with government agencies and legislative bodies to identify training and educational programs and services for the College's service area with the addition of four certificates and one additional associate degree programs of study. Proposed additional funds for the expansion of programs, labs, and equipment for the Industrial and Engineering Technology Division.	3.2 Training programs will be offered that support economic development initiatives in the College's service area, and the College's Executive Leadership Team will continue to monitor needs for personnel, equipment, and facilities for programs of study.
9	4	4. Provide oversight leadership for	4.1 Collaborated with Student Affairs	4.1 Student support services will be

		student support programs and services that provide quality services.	personnel to ensure quality student support programs are available to students through the expansion of personnel and services specifically at the outreach locations with a director level position added to support these locations; expansion of Career Services programs and activities; and the renovation of Buildings 100 and 300 for Student Affairs.	delivered to the College's service area in a quality manner resulting in satisfied students.
			4.2 Collaborated with support agencies to provide student services consistent with the College's Mission and supporting student success through secondary school collaboration; adult education agencies; and other community agencies.	4.2 Communication will be facilitated between the College and support agencies to identify student services supporting the College's Mission.
3	5	5. Provide oversight leadership for programs and services for the College's noncredit programs.	5.1 Collaborated with the Career Training and Development personnel to provide appropriate noncredit programs and services to support the College's Mission with the development of 5 new apprenticeship programs; delivery of training needs for three industry expansions; provided training for approximately 450 water/wastewater professionals; relocation of division personnel in Building 600; and review of deployment of personnel and services for this area.	5.1 Offer noncredit programs and services consistent with the College's Mission resulting in a trained workforce for business and industry in the noncredit environment.
5, 6	6	6. Provide oversight leadership for services that provide quality physical, financial, and human resources.	6.1 Collaborated with the Business Affairs Division personnel to ensure adequate physical, financial, and human resources are employed to accomplish the College's Mission of the College with allocation of	6.1 Adequate physical, financial, and human resources will continue to be available to provide the College's programs and services.

			resources to add instructional and support positions in all divisions of the College to accommodate the College's growth; implementation of the College's Master Plan and capital projects implementation; and budgeting workshops to support planning and budgeting at the College. The College implemented a Wellness Program for employees through the Business Affairs Division.	
			6.2 Collaborated with external partners to acquire physical and financial resources that will support the College's Mission of the College through effective utilization of available resources through state, regional, and national funding sources through the submission of two grant proposals and collaboration with City of Sumter and Sumter County personnel regarding the utilization of the downtown Federal Building and the Natural Resources Management Center.	6.2 Partners will continue to be identified that will support the College's delivery of programs and services that utilize state, regional, and national funding sources.
			6.3 Collaborated with federal, regional, state, and local agencies to identify funding sources to support the College's mission.	6.3 Continue to meet with federal, regional, state, local, Chambers of Commerce, economic development bodies, and the local COG to share needs, request funding and support, and provide information to facilitate external funding sources.
11	7	7. Provide oversight leadership for the management and utilization of data for decision making, accreditation, and planning purposes to accomplish the	7.1 Collaborated with the Director of Research and Institutional Effectiveness to ensure the gathering and reporting of data for sound planning and decision making; reorganized this department of	7.1 Data will be provided to users to effectively manage resources.

		Mission of the College.	the College into the Administration and Planning Division to support more effective delivery of data for sound decision making; began compilation of the Fifth-Year SACS Interim Report; and added personnel to support grant submission and alumni affairs activities.	
10	8	8. Provide oversight leadership for the College's Foundation to facilitate the effective use of resources to support the College's mission.	8.1 Collaborated with the Foundation Director and the Foundation Board to ensure effective communication between the College and the Foundation and for the expenditure of funds to support student success through the offering of 224 scholarships; professional development for the faculty and staff; and expansion of programs offered by the Foundation.	8.1 Communication will be maintained with the CCTC Foundation Director and Board to provide timely information on College initiatives.
1	9	9. Provide effective communication with the College Area Commission to facilitate the accomplishment of the College's Mission, Strategic Plan, and Annual Goals to serve the citizens of the College's service area.	9.1 Collaborated with the College Area Commission to ensure the accomplishment of the College's Mission through implementation of the Strategic Plan and the Annual Goals and employing methods of management that support continuous improvement.	9.1 Communication will continue with the College Area Commission to provide timely information on College initiatives; progress on the operations of the College; and any identified needs for physical, financial, and human resources to support the Strategic Plan and Annual Goals.

#### DOCUMENTATION

Report Section	Name of Document Referenced	Source/Author/Person Responsible
1.1	2010-2015 Strategic Plan	Hardee
1.1	2011-2012 Planning Meeting Agenda	Cooper
1.2	2011-2012 CCTC Annual Goals	Cooper
1.3	CCTC Master Plan	Booth
2.2	2011-2012 CCTC Catalog and Student Handbook	Crotts
2.3	2010 Fall Schedule, 2011 Spring Schedule, 2011 Summer Schedule	Crotts

<b>3.1</b>	<b>FY 12 Budget</b>	<b>Booth</b>
<b>3.1</b>	<b>2011-2012 CCTC Catalog and Student Handbook Program Layouts</b>	<b>Crotts</b>
<b>3.1</b>	<b>IPEDS Graduate Report</b>	<b>Cooper</b>
<b>3.1</b>	<b>Program Vitality Placement Report</b>	<b>McMaster</b>



**Academic Affairs**

## EFFECTIVENESS REPORT ON ANNUAL PLAN OF ACTION AY \_2010-2011

College Goal Supported	Division Objective	Division Objective	Implementation Tasks	Results	Use of Results
<b>2</b>	<b>1</b>	<b>Provide quality academic programs through effective planning, evaluation, and use of results.</b>	1.1 Develop annual plan of action for Academic Affairs; review with faculty and staff; distribute to other divisions according to the annual planning timeline; and assess progress periodically	1.1 Developed plan of action; drafted plan and reviewed with academic management team; submitted to other divisions. (Documentation: Deans Council and AMT Minutes.)	A Planning and Administration Division was created to revise planning form to make it more user friendly. Input on plan was incorporated into plan of action.
			1.2 Ensure Academic Affairs' departments have integrated plans of action reflecting linkages to the division and college objectives and goals	1.2 Prepared departmental plans of actions with linkages to division and college goals. (Documentation: Plans are on file in Academics.)	Each department has a departmental plan which is used to address results and use of results.
			1.3 Review results of College surveys to improve academic programs	1.3 Surveys of potential employers indicated there would be jobs for graduates in Pharmacy Tech and Environmental Health & Safety.	Two new certificates were added to the programs of study based in the surveys.
			1.4 Complete Student Evaluation of Instruction assessment and participate in the transition to administration through electronic assessment	1.4 Student evaluations were well over 3.0 on a 4-point scale. Action level was met. (Documentation: Evaluation results for faculty.)	Results were reviewed with instructors; a new form to document reviews was instituted. College tried an electronic survey, but response was less than desirable. Went back to hard copy evaluations.
			1.5 Complete FPMS and EPMS process	1.5 All FPMS and EPMS were completed. Almost all faculty and staff met or exceeded action level on	EPMS and FPMS forms were completed and reviewed by July 1, 2011. Personnel with

				their reviews. (Documentation: EPMS and FPMS plans are on file in Personnel Office.)	"below expectations" ratings were given a plan to improve.
			1.6 Analyze State Tech program vitality results and complete program review process for scheduled academic programs	1.6 Two programs did not meet program vitality criteria: EVT, for number of graduates, and NRM for job placement.	A new certificate was added to EVT to attract students; department will explore offering traditional classes to attract more students from high school. A process was implemented so that NRM will track job placement closer to graduation.
			1.7 Evaluate course offerings for the new site at the Kershaw Campus for 2010-2011 and identify appropriate class schedule format.	1.7 Course offerings had sufficient enrollment at both Kershaw locations. (Documentation: Schedule of classes with full enrollment)	The College will expand course offerings to two high school locations in 2011-2012. A pipe welding certificate will be implemented at Kershaw.
			1.8 Identify any issues related to the relocation of the Health Sciences programs to the new downtown facility	1.8 Health Sciences programs were relocated to new location in time for courses to begin in Fall 2011. A massage therapy program was added. (Documentation: Schedule, New Program Approvals)	Health Sciences division will add EMT and Pharmacy Technician programs in 2011-2012.
			1.9 Monitor class size to create an optimum learning environment within budgetary restraints	1.9 Maximum class size was set at 30 or less for almost all classes.	
			1.10 Implement a pilot program for assisting faculty in developing appropriate and consistent assessment strategies to support program outcomes	1.10 A methodology was implemented which included matrices and program outcome assessment tables. Faculty recorded assessment results for at least three outcomes on the chart for associate degrees and diplomas. (Documentation: Matrices and tables on file with departments and with Academics.)	Faculty will continue to measure outcomes by using the program outcomes assessment tables.
			1.11 Work with Information and Learning	1.11 Most classrooms are now smart	Any new classroom figurations

			Technologies to identify optimum classroom technology that supports sound pedagogy and instructional design in both the traditional and distance courses	classrooms.	will be smart. A smart board will be purchased for Engineering Graphics Technology for 2011-2012.
			1.12 Plan for future programs through collaboration with local economic development boards and personnel	1.12 A meeting was held with the Economic Development Boards from service areas, and the result was that we invested in equipment to update Machine Tool Technology to Computer Numerical Controlled (CNC) Technology. (Documentation: advisory committee minutes, surveys, program approvals)	Six new programs of study were submitted and approved by State Tech and SACS for implementation in Fall, 2011. Two were new CNC certificates.
			1.13. Continue to encourage all students to enroll in COL 103 College Skills and AOT 104 Keyboarding and Input Technologies courses	1.13 Due to maximum credit hours in most programs, this objective was not feasible, but high risk students are required to take COL 103. (Documentation: CSCE program layout)	All high-risk students enrolled in College Studies are required to take COL 103. Most programs did not add course to curricula; it was not feasible.
			1.14 Continue to review the impact of the College Studies Certificate on retention, enrollment, and student success	1.14 Reviewed data on enrollment, attrition, graduation, and student success. (Documentation: CSCE Report)	Data indicated that students went into target program. Program will be reviewed in 2011-2012 in light of gainful employment requirements.
<b>2</b>	<b>2.</b>	<b>Provide relevant curricula in academic divisions and related continuing education programs</b>	2.1 Conduct program review process and compare learning outcomes with Course Success Report data for assessment of student learning and program outcomes; and utilize the Course Success Report data to compare course performance for traditional and distance education ensuring consistency	2.1 Programs were reviewed based on a five-year cycle and met criteria for program vitality. The Course Success Report identified course retention results. A placement test for BIO 210 was instituted which resulted in a higher retention rate. BIO 100 was revised to prepare students for BIO 100. Retention rate improved for BIO 210. (Documentation Course Success minutes and data.)	All courses will be reviewed each semester in 2011-2012, and actions will be implemented to improve retention in courses that consistently have less than 60% retention rates.
			2.2 Conduct advisory committee meetings and maintain communication with	2.2 Program outcomes were reviewed at advisory committee meetings for	In 2011-2012, the course success will continue to make

			business and industry; encourage all departments to utilize the advisory committee members as resources to support the learning environment	all departments. A DACUM was held for Accounting curriculum, which reinforced current curriculum and methodologies. (Documentation: Advisory committee minutes.)	recommendations for courses with less than a 60% retention rate.
			2.3 Maintain postsecondary transfer agreements; and participate in the Academy One project	2.3 Academy One was updated to reflect current transfer courses; the transfer agreement with Morris College was signed.	The Department Chair for AS will continue to monitor Academy One to maintain currency.
			2.4 Maintain record of articulated secondary courses	2.4 Articulated agreements are on the web.	Articulated agreements will continue to be monitored for currency in 2011-2012.
			2.5 Explore new programs of study and revise existing programs to meet evolving workplace needs; conduct assessment of workforce needs in Culinary Arts, Landscaping, Radiology, Physical Therapy Assistant, Gaming Technology; utilize advisory committee input and labor statistics and trends for program planning; and review changes in technology and implement course offerings to support new and revised programs of study	2.5 in lieu of these programs 6 new programs of study were added: Basic CNC, Advanced CNC, Emergency Medical Technician, Environmental Health and Safety, Pharmacy Technician Human Services, and Gerontology. Needs assessments not conducted for the programs listed at left. (Documentation: Programs are listed on State Tech website.)	These new programs will be incorporated into the program review cycle and program vitality reports will be reviewed. We will continue to explore new programs in 2011-2012.
			2.6 Ensure all course syllabi have the required content and provide consistent course information; and add Academic Integrity Statement to Part A of course syllabi.	2.6 The Academic Integrity Statement was added to Part A of the syllabus. (Documentation: Syllabi on website) Courses were tied to program outcomes. (Documentation: Part A; matrices maintained by Academics)	Course syllabi will be modified based on whether program outcomes' assessments fell below the action level.
			2.7 Examine programs of study to determine feasibility of a capstone course to measure program outcomes and ensure appropriate measures exist for measuring program outcomes	2.7 Capstone courses were implemented for AA and AS, and program outcomes were measured. ACC dept. adopted a software package to measure outcomes in capstone course. ECD offered capstone twice during acad. Year. MASG implemented new capstone	Program outcomes will be assessed to ensure that graduates meet or exceed the action level.

				course. Identified and acquired Films on Demand streaming video collection: Master Career and Technical Education; Started building the R2 Digital Library of nursing and allied health books; purchased 9 <sup>th</sup> shared collection of NetLibrary eBooks; added reference materials to Lee County and Shaw Center. (Documentation: Program Outcomes Assessment Tables)	
			2.8 Explore a required internship in selected programs of study	2.8 No new internships were added to programs. Medical Records Coding implemented a simulated office, NRM provided internship on the farm. ECD created a simulated classroom for practice..	Internships will not be explored in 2011-2012.
			2.9 Collaborate with Continuing Education program managers to identify appropriate and timely training opportunities for integrated offerings; and encourage Continuing Education personnel to maximize financial assistance through WIA and other external agencies	2.9 A collaborative program in welding and EMT were implemented. Due to the economy, WIA funds were not available for many students.	In 2011-12, a collaborative program in Phlebotomy will be implemented. A collaborative Paramedic program will be explored.
			2.10 Identify strategies for communicating workplace standards and soft skills to students throughout the College in all programs of study; and implement an Academic Integrity Statement to be included in appropriate student publications	2.10 All academic programs have added professional skills as a program outcome. It is also a college-wide outcome. The Academic Integrity Statement is in Part A of all syllabi. "Turn-it-in" was made widely available to detect plagiarism.	A career services will be added in 2011-2012. Programs will assess professional skills according to their Program Outcomes Assessment Table plan.
8	3.	<b>Provide a comprehensive distance education program through an integrated virtual learning community</b>	3.1 Implement the Virtual Learning Environment Plan of Action to ensure quality delivery and the accomplishment of learning outcomes in a consistent learning environment in distance education courses; and ensure the	3.1 A study was conducted to compare the retention rate between distance education courses and face-to-face courses. (Documentation: available in DE Office.)	Faculty will consider taking Spanish offline, because the results were comparable with face-to-face.

			College's Area Commission is aware of the scope and capacity of the distance education program		
			3.2 Ensure integrity of online learning assessment	3.2. Health Sciences piloted a webcam system to ensure integrity, and faculty were pleased with the process. "Turn-it-in" was made widely available to detect plagiarism.	Explore expanding use of webcam technologies.
			3.3 Expand the support services for distance education students to support student success	3.3 Numerous workshops at various locations and times were implemented to provide support services for online learners. Workshops were evaluated by students and found to be helpful. (Documentation: Workshop Evaluations available from DE.)	Explore expanding services of Help Desk in 2011-2012.
			3.4 Increase the number of online programs where feasible	3.4 The number of online sections has continued to increase. (Documentation: Available from DE.)	
			3.5 Evaluate the accessibility, effectiveness, and quality of distance education courses and programs by utilizing the Course Success Reporting process for validation of data	3.5 Division Deans/Department Chairs reviewed DE courses for accessibility, effectiveness and quality. More faculty have taken online Faculty Certification course. (Documentation: Available from DE.)	Department Chairs will be held accountable for the review process.
			3.6 Market the availability and benefits of online learning opportunities	3.6 Flyer was prepared and distributed to promote online opportunities.	No further action is necessary for this outcome.
			3.7 Provide support to students through integrated user support services including library and learning resources	3.7 Identified and acquired Films on Demand streaming video collection; Master Career and Technical Education; Started building the R2 Digital Library of nursing and allied health books; purchased 9 <sup>th</sup> shared collection of NetLibrary eBooks; added reference materials to Lee County and Shaw Center.	

			3.8 Ensure the organizational structure of the Learning Resources Department appropriately supports the mission of the distance education programs with appropriate human, technological, and financial resources	3.8 Personnel assignments were changed to restructure the library.	No further action necessary for this outcome.
			3.9 Ensure the involvement of qualified faculty in the planning, delivery, and evaluation of the distance education courses and program	3.9 Faculty were involved in planning, delivery, and evaluation of DE. (Documentation: Available from DE.)	Plan will be implemented to involve faculty more in evaluating DE.
<b>2</b>	<b>4.</b>	<b>Support retention activities creating student success through program completion</b>	4.1 Implement the third year of the Retention Plan developed in 2008-2009 by the Retention Team within budgetary constraints	4.1 A new withdrawal policy was implemented to increase retention so that faculty will consult with students prior to withdrawal. (Documentation: new form.)	A new approach will be explored in 2011-2012.
			4.2 Increase the graduation and success rates by at least 3% annually for the next 3 years.	4.2 Advisors tracked student's progress toward graduation of first-time, full-time cohorts and improved retention. (Documentation: Available from David Watson.)	In 2011-2012. Degree Works will be implemented to track students' progress.
			4.3 Support the continuation of a face-to-face College Orientation program	4.3 Department chairs and program managers participated in face-to-face orientations. (Documentation: Agendas available from David Watson and Student Services.)	In 2011-2012, the academic division will continue to participate in face-to-face orientations.
			4.4 Support the expansion of the Tutoring Center to include more courses and services	4.4 The Tutoring Center was expanded to support Accelerated Learning program.	The Tutoring Center will provide services to provide more access.
			4.5 Develop additional methods and programs of intervention that will help support student retention and recommend the development of a readmission success program	4.5 The Tutoring Center assessed its services. (Documentation: Available through Tutoring Center)	Tutoring Center will continue to expand services in 2011-2012.
			4.6 Provide continued support for growth of programs in the Industrial and Engineering Technology (IET) Division through the scholarship initiative	4.6 Scholarships were awarded and most IET programs were full.	Scholarships are available for 2011-2012.

			4.7 Explore the feasibility of an automated tracking system for student program completion	4.7 DegreeWorks was purchased to track students' progress toward program completion.	DegreeWorks will be implemented in 2011-2012 to track students' progress.
<b>1 and 2</b>	<b>5.</b>	<b>Provide a comprehensive dual enrollment program and supporting EEDA activities</b>	5.1 Maintain dual enrollment program offerings in existing secondary schools	5.1 Held 10 D.E. classes - Lee County 29 D.E. classes - Clarendon County 6 D.E. classes – Sumter County 18 D.E. classes – Kershaw County; Prisons: Turbeville – 19 classes Wateree – 2 classes; 4 CSI staff held CSI classes that touched 3400 students.	Dual enrollment was expanded to two high schools in Kershaw County in 2011-2012. CCTC will explore partnership with other school districts in 2011-2012.
			5.2 Increase dual enrollment program offerings in technical programs of study	5.2 Dual enrollment was made available to Welding and Mechatronics.	CCTC will offer programs in Mechatronics, Automotive Technology, and Welding for dual enrolled students.
			5.3 Integrate all EEDA activities into a collaborative approach between related secondary and postsecondary activities	5.3 EEDA funds were cut; remaining funds were used for testing services in high schools.	It is anticipated that funds will be cut even more in 2011-2012.
			5.4 Sponsor summer institute programs to generate interest in Industrial and Engineering Technology programs	5.4 The summer institute objective was not met.	The IET will explore this option next year.
			5.5 Revise existing secondary articulation agreements and determine if there are additions or deletions to the articulation agreements for the 2010-2013 time period	5.5 Current secondary articulations are published on the CCTC website.	This will be an on-going process for 2011-2012.
<b>10</b>	<b>6</b>	<b>Provide information resources and services to support the curriculum and information needs of the College in the academic environment</b>	6.1 Maintain Library (physical facility), Library staff, and print and electronic resources for all courses regardless of delivery	6.1 All traditional and online students have access to electronic resources through the CCTC website. Identified and acquired Films on Demand streaming video collection: Master Career and Technical Education; Started building the R2 Digital Library of nursing and allied health books; purchased 9 <sup>th</sup> shared collection of NetLibrary eBooks; added reference materials to Lee County and Shaw	Electronic data bases will be added in 2011-2012. Some updates will occur in the physical layout.



				Center. The library entrance was glassed in and doors were installed in January. This reduced outside noise level, will secure the library and provides energy efficiency	
			6.2 Collaborate with faculty and staff to determine the selection of learning resources at all locations	6.2 Outreach locations were evaluated by librarian to determine needs for learning resources.	Faculty Committee will continue to consult with librarian on learning resource needs.
			6.3 Ensure the communication to all users regarding the services of the Library and focus on information literacy	6.3 Information through electronic delivery, printed materials and web information was delivered in a timely and accurate manner.	This will be an on-going process for 2011-2012.
			6.4 Identify needs to Information Learning (ILT) Technology regarding student technology requirements and physical environment for traditional and distance education courses	6.4 Academic deans shared technology needs with ILT. Major result was that IET computers were added to automatic turnover list.	This is an on-going objective.
6	7.	<b>Provide faculty and staff with professional development activities</b>	7.1 Assess faculty and staff professional development needs and develop an integrated program of offerings	7.1 A calendar of professional development activities was distributed to faculty and staff based on their recommendations.	Professional development plans/calendar will be supported by the Planning and Administration Division.
			7.2 Expand the professional development offerings for methodology and pedagogy for faculty members and maintain the focus on technology in the learning environment; and develop training opportunities for distance education faculty members	7.2 So many activities were offered that participation for many activities declined, or workshops were cancelled.	The Planning and Administration Division is going to narrow professional development activities to a manageable number to increase participation.
			7.3 Maintain the delivery of a comprehensive faculty orientation program for new faculty with ongoing opportunities for professional growth including a mentorship program	7.3 The new faculty orientation was offered successfully in the fall; however, spring orientation was not completed successfully due to personnel change.	A new facilitator will be selected for 2011-2012 to provide training throughout the semester.
			7.4 Explore an alternative delivery for adjunct faculty training within budgetary restraints while still ensuring quality of	7.4 A new cost-effective system of offering adjunct training was developed for a pilot in Fall 2011.	New format will be evaluated and revised as necessary in 2011-2012.

			content		
			7.5 Offer professional development offerings for faculty and staff on the challenges of working with the changing student population	7.5 This objective was not met during 2010-211.	A professional development workshop on this topic is available from State Tech in Fall 2011.
			7.6 Build a sense of community within the Academic Affairs Division	7.6 This was a worthy objective but it was difficult to measure.	This is an on-going objective.
9	8.	<b>Provide support for all related Student Affairs initiatives and services creating student success</b>	8.1 Work collaboratively with Student Affairs personnel and the Enrollment Team to support enrollment growth	8.1 Academic Affairs worked with Student Services to develop a new process for academic withdrawal to improve retention.	This is an on-going objective.
			8.2 Support the initiatives and activities of the Academic Advisement Center to facilitate sound academic advising; encourage more communication between the Advisement Center personnel and academic advisors.	8.2 This objective was not measured.	This is an on-going objective.
			8.3 Provide input into the expansion of the tutoring initiatives sponsored by Student Affairs through the TRIO program		
			8.4 Contribute to a strong working relationship between Student Affairs and Academic Affairs	8.4 Student Affairs and Academic Affairs worked together, but this was not assessed.	This is an on-going objective.
1 and 2	9.	<b>Maintain strong viable internal and external partnerships to accomplish the mission of the College</b>	9.1 Maintain the College's relationships with the secondary schools through dual enrollment, Adult Education, EEDA, and articulation	9.1 Initiatives have occurred to meet with school districts in 2010-2011.	This is an on-going objective.
			9.2 Ensure required connectivity with the Perkins grant and EEDA and all areas of Academic Affairs	9.2 The Perkins grant was approved and supported programs of study. EEDA funding was reduced.	This is an on-going objective.
			9.3 Collaborate with WIA and Quick Skills program personnel to deliver instruction for short-term training in Continuing Education and credit programs	9.3 This funding was reduced.	
			9.4 Consider pursuing Title III funding for	9.4 Alternative funding opportunities	Will provide input into grant

			the Distance Education plan implementation	are being reviewed for all College projects.	opportunities for the College.
			9.5 Implement Year 5 of the QEP to support the project goals and maintain the technology competency requirements for students	9.5 Final report for QEP was developed for Fall 2011 submission.	A new QEP will be developed in 2014-2015 for the next SACS Compliance Certification.
			9.6 Maintain all program accreditation standards throughout the Academic Affairs Division	9.6 Accreditation standards were met in programs being reviewed, including NATEF. Business departments did not renew affiliation with ACBSP because they did not receive feedback from the agency. ECD submitted accrediting report.	This is an on-going objective.
			9.7 Explore the expansion of four-year articulation programs such as the USC Bridge program	9.7 Some new articulation programs were identified, and agreements were signed.	This is an on-going objective.
			9.8 Work collaboratively with the local economic development personnel to support the service area in jobs creation and industry recruitment	9.8 In cooperation with economic development board MTT program was updated to a CNC program.	This is an on-going objective.
			9.9 Encourage greater student participation in career planning workshops that prepare students for the workplace	9.9 Several IET programs required students to develop resumes through career planning services.	Career Services Center is being developed for 2011-2012.
<b>10</b>	<b>10.</b>	<b>Support effective communication, organizational structure, budgetary, and data management</b>	10.1 Communicate accurate and timely information regarding Academic Affairs initiatives	10.1 Communication occurred in timely manner. This objective was not measured.	This is an on-going objective.
			10.2 Foster positive internal and external customer service	10.2 This objective was not measured.	This is an on-going objective.
			10.3 Hire faculty and staff to reflect a diverse ethnicity and plan for academic structure within a changing employee structure	10.3 Advertised and filled faculty and staff positions with qualified and diverse persons when available.	This is an on-going objective.
			10.4 Communicate the organizational structure and roles of employees to	10.4 Position descriptions for faculty and staff were reviewed for	

			faculty and staff and review all positions to ensure relevance and to support student success	effectiveness. Two deans and four program managers were added.	
			10.5 Practice sound budgetary practices of allocated resources	10.5 Budgetary and planning initiatives were tied together in numerous workshops.	This is an on-going objective.
			10.6 Utilize data to make sound decisions regarding curriculum and management or related resources	10.6 Program vitality report was used to manage programs. Enrollment data was used to create more class sections.	Planning and Administration division was created to better manage planning and data collection.
			10.7 Revise existing Academic Affairs directives to reflect current practices	10.7 All Academic Affairs directives were reviewed and revised as necessary. (Documentation: CCTC web site directives)	

**Institutional Planning and Research--Administration and Planning-- (Updated in February 2011)**  
**ANNUAL EFFECTIVENESS REPORT**  
**AY\_2010-2011\_\_\_\_\_**

College Goal Supported	Division Objective Supported	Department Objective	Division Objective	Implementation Tasks	Results	Use of Results
11	7	1	1. Provide accurate and timely data to the College's users for sound decision making and reporting.	1.1 Establish a communication process with Information and Learning Technologies.	1.1 Two sessions were held with the Information and Learning Technologies personnel to establish methods for more effective communication. Sessions involved Director of Information and Learning Technologies, Director of Research and Institutional Effectiveness, and VP for Administration and Planning.	1.1 The Director of Research and Institutional Effectiveness will schedule periodic meetings with the Learning Technologies personnel during the 2011-2012 year to ensure continuous communication regarding data gathering and reporting.
				1.2 Schedule a session with the Deans Council to identify data needs and areas of concern for access to data.	1.2 The Director of Research and Institutional Effectiveness met with the Deans Council on June 23, 2011, and with the AMT on April 28, 2011, to share available services and data from	1.2 The Director of Research and Institutional Effectiveness will provide data to the Deans Council and AMT for curricula and program planning.

					the Institutional Effectiveness Office and to review survey needs.	
				1.3 Schedule a session with the I & LT personnel to share data needs and to better identify effective access to data.	1.3 Two sessions were held with the Information and Learning Technologies personnel to establish methods for more effective communication. (Same as 1.1)	1.3 The Director of Research and Institutional Effectiveness will schedule periodic meetings with the Learning Technologies personnel during the 2011-2012 year to ensure continuous communication regarding data gathering and reporting.
				1.4 Follow up with Deans Council with recommendations from I & LT personnel	1.4 Procedures are in development to assist with data access and to support assessment for Academic Program Review. An Academic Program Review policy was developed and adopted for implementation for 2011-2012.	1.4 The Director of Research and Institutional Effectiveness will monitor the implementation of the new processes and identify any changes. The Academic Program Review policy will be followed in 2011-2012 and changes made if

						needed.
			<b>Additional Results</b>		1.5 Gainful Employment reporting requirements were compiled and posted to the CCTC website by July 1 as required.	1.5 The Director of Research and Institutional Effectiveness will report the additional information required by October 1, 2011, and monitor reporting requirements along with the Director of Financial Aid.
11	1	2	2. Facilitate effective, integrated, ongoing planning and institutional effectiveness to support the Mission of the College.	2.1 Review planning and reporting forms for processes.	2.1 The planning and reporting forms were revised to be more integrated and user friendly. All forms were posted in the Administration and Planning section of myCCTC for ease of access.	2.1 The VP for Administration and Planning will monitor the implementation of the new forms and solicit feedback on usability. Changes will be made where appropriate.
				2.2 Communicate changes in the planning process to the College through workshops and sharing sessions on planning and budgeting.	2.2 Planning and budgeting workshops were held throughout the divisions during March and April to familiarize personnel with new planning forms, deadlines for	2.2 Feedback from the sessions was used for some slight revisions in the forms. Participants requested electronic access to

					<p>completing reports, and to provide budget information. The VP for Business Affairs distributed budget information and forms, and reviewed information on the relationship between planning and budgeting. The VP for Administration and Planning distributed the 2011-2012 Planning Guide.</p>	<p>all documents, and these were posted in myCCTC.</p>
				<p>2.3 Collaborate with the ELT to develop 2011-2012 Annual Goals and align with 2010-2015 Strategic Plan and Mission.</p>	<p>2.3 The 2011-2012 Annual Goals were drafted and provided to the College faculty and staff for input in February. The 2011-2012 Annual Goals were aligned with the 2010-2015 Strategic Plan and measurable outcomes were identified for each goal. The 2011-2012 Annual Goals were finalized and included in all planning and budgeting workshops and are posted on the College website. The</p>	<p>2.3 The VP for Administration and Planning will coordinate the records management of the planning documents and compile the 2011-2012 CCTC Plan of Action to post to the website in September 2011.</p>



					2011-2012 Annual Goals are being used throughout the College for division and departmental planning for 2011-2012.	
			<b>Additional Results</b>		2.4 The CCTC website information for the College's reporting and planning documents was restructured to organize documents and remove outdated documents.	2.4 The Administration and Planning staff will periodically review the CCTC website for improvements in providing information and ensure documents posted are timely and accurate.
4	7	3	3. Provide leadership for the compilation of the SACS Fifth-Year Report and submit in a timely manner.	3.1 Review the standards included in the SACS Fifth-Year Report and develop a plan for completion.	3.1 The SACS Fifth-Year Interim Report timeline was developed and presented to the Executive Leadership Team. Procedures were developed for input required from internal stakeholders; and compilation of the data was coordinated with the Director of Research and Institutional Effectiveness.	3.1 The VP for Administration and Planning will complete the SACS Fifth-year Report, submit to COC, and develop processes for further integration for the initiation of an ongoing compliance document.
				3.2 Identify any gaps in compliance with SACS	3.2 Gaps for noncompliance have	3.2 The VP for Administration and

				standards and make recommendations to ELT regarding adherence to standards.	been identified. An area of noncompliance was identified in the College's adherence to COC requirements for substantive change. The VP for Administration and Planning contacted COC regarding the unreported substantive changes for guidance and recommendations.	Planning completed a Prospectus for the unreported substantive changes, submitted to COC, and responded with additional information. A new Substantive Change policy was developed, and this has been reviewed with the ELT. The VP for Administration and Planning is now reviewing actions taken by the College to determine if the action qualifies for a substantive change.
				3.3 Participate in SACS workshops and Annual Conference.	3.3 Five staff members participated in statewide peer group or professional development activities on SACS Compliance, Fifth-Year Report compilation, and data reporting. One staff	3.3 The College will encourage participation of the appropriate personnel at SACS Conferences and related workshops. The SACS website will be monitored

					member participated in the SACS Summer Institute in July 2011. Knowledge gained was applied to continuous improvement and adherence to the SACS standards.	on a regular schedule by the SACS Liaison.
			<b>Additional Results</b>		3.4 All SACS records were reorganized, cataloged, and labeled for access.	The Administrative Assistant will complete the inventory of all records and create a roster of records.
					3.5 Faculty credential files were reviewed, edited, and organized into an electronic records management system.	3.5 Faculty records will be maintained, and new files will be added as full-time and adjunct faculty are hired.
11	<b>7</b>	4	4. Submit timely reports to State Tech, CHE, and IPEDS in a timely accurate manner.	4.1 Submit Program Evaluation data, IPEDS, and CHE data according to reporting requirements.	4.1 The College submitted required data for all deadlines in a timely manner.	4.1 The Director of Research and Institutional Effectiveness and the Research Analyst will develop a calendar of reporting dates and procedures to integrate into the Administration and Planning Divisional calendar.

				4.2 Identify methods for accessing and reporting data to improve the reporting process.	4.2 Effective methods of accessing and reporting data have been reviewed with the Deans Council.	4.2 The Director of Research and Institutional Effectiveness will provide data to users and develop strategies for expanded data use.
11	7	5	5. Conduct College-wide surveys to determine student satisfaction and engagement.	5.1 Conduct the Program and Services, Alumni, and Student Evaluation of Instruction surveys.	5.1 Information gathered from all surveys administered by the Research and Institutional Effectiveness Department were compiled and distributed.	5.1 The Director of Research and Institutional Effectiveness has scheduled the revision of surveys for 2011-2012 after the feedback received from the Deans Council.
				5.2 Conduct new program surveys to determine needs for new programs.	5.2 New program surveys were administered for Gerontology, Pharmacy Technician, Environmental, Health, and Safety, and Human Services programs of study to determine feasibility of program development.	5.2 The Director of Research and Institutional Effectiveness will manage the new program survey process for the 2011-2012 academic year and work collaboratively with the VP for Academic Affairs.
			<b>Additional Results</b>		6.1 The Administration and Planning Division	6.1 The new position will be

					personnel staff was expanded to include the Director of Advancement and Development.	responsible for grants, alumni affairs, professional development, and provide support for accreditation.
					7.1 Meetings were held with all major divisions of the College to identify grant funding needs. Staff members have participated in two grant training sessions. A preliminary summary of college-wide grant needs has been prepared.	7.1 Grant funding sources will be identified for 2011-2012. Grants will be submitted for CCTC, and continuous monitoring of grant opportunities will be implemented.
					8.1 An assessment of professional development needs of the faculty and staff was conducted. The results were used in planning the 2011-2012 PDP calendar.	8.1 The 2011-2012 calendar will be distributed. The sessions will be evaluated, and the results used for improvement of services.
					9.1 Initial plans for the Alumni Affairs program have been developed and shared with the ELT. The branding of the organization has been requested from the PR Department.	9.1 The name and brand for the organization will be identified. The plan for the organization's first year will be developed, and the College will

						integrate Alumni Affairs activities into its programs and services.
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#### Documentation Roster

Objective	Documentation	Person Responsible
1.2	Minutes of Deans Council for June 23, 2011	McMaster
1.3	Minutes of AMT Meeting	McMaster
1.4	Academic Program Review Policy	Cooper
1.5	Gainful Employment Report	May
2.1	Planning and Reporting Documents	Cooper
2.3	2011-2012 Annual Goals	Hardee
3.1	SACS Fifth-Year Report	Cooper
3.4	SACS Records	Johnson/Cooper
3.5	Faculty Credentials Records	Ward
4.1	Program Evaluation Data	May
4.2	Results of Surveys	McCauley/May
7.1	Grant Summary of Needs Assessment	Cooper/Ward
8.1	2011-2012 Professional Development Calendar	Ward

## MAJOR DIVISION ANNUAL EFFECTIVENESS REPORT

Based on the 2010-2011 College Annual Plan of Action Assessment Results

MAJOR DIVISION: Business Affairs Date Submitted: July 5, 2011

College Goal	Div Object	MAJOR DIVISION OBJECTIVE	RESULTS	USE OF RESULTS/ IMPROVEMENT
--	1.0	Provide accurate and timely data, information, and reporting to the College community and stakeholders	<ul style="list-style-type: none"> <li>Received an "unqualified" audit opinion on the external financial audit (FY 10) with no exceptions or management letter comments</li> <li>There were no major findings in other audits including: ARRA, VA, Adult Education.</li> <li>Received the Certificate for Excellence in Financial Reporting for the College's Comprehensive Annual Financial Report (FY 10)</li> <li>Maintained public website and myCCTC with current information, announcements, and forms for students, employees, and the public, including: <ul style="list-style-type: none"> <li>1098T notification and forms</li> <li>Financial aid refund notifications</li> <li>Travel forms</li> <li>Other Business Affairs forms</li> <li>Registration/payment information</li> <li>ACH enrollment form (students)</li> </ul> </li> <li>Policy information provided in online training material for cashiers, Red Flag, and credit cards.</li> <li>Reviewed and updated a number of Business Affairs directives in FY 11</li> <li>Provided checks, direct deposits, 1099s, 1098s, and W2 forms as required to vendors, students, and employees</li> <li>Managed call campaign</li> <li>Began posting "financial transparency" reports (check logs) on the public website in response to pending state legislation</li> </ul>	<ul style="list-style-type: none"> <li>All remaining Business Affairs directives will be reviewed and revised if necessary during FY 12</li> <li>Online transparency report will be updated monthly on the College's website</li> <li>Will develop a new directive for mobile device security</li> <li>The procurement and credit card manuals will be updated in FY 12.</li> <li>Will publish a regular newsletter to make the College aware of ILT functions and activities as well as trends in the use of technology in higher education</li> <li>Will provide department-sponsored activities throughout the year to foster a better relationship with the College users and units in order to expand and enlarge institutional awareness of ILT and its role as an enabler for the Mission of the College.</li> <li>The annual financial statements and the CAFR will be combined to produce one report in FY 12.</li> <li>The number of students and vendors enrolled in the ACH process will be increased by advertising the process more.</li> </ul>

			<ul style="list-style-type: none"> <li>AcademyOne (SCTRAC) Phase II was made available to students. This phase included the ability for students to log into the SCTRAC system, extract their academic history from Banner, and use SCTRAC to assess their transfer to a four-year institution in SC.</li> </ul>	
6	2.0	Attract and retain appropriately credentialed and talented faculty and staff to support a multicultural campus environment inclusive of the diversity reflected in the College's service region	<p>2.1 Filled 53 vacancies in FY 11</p> <p>2.2 Provided one-time lump sum bonuses to all employees in permanent positions as of 7/1/10 in the amount of \$1,000 (for those earning less than \$50,000) and \$500 (for those earning between \$50,000 - \$99,999.99)</p> <p>2.3 Provided performance pay increases to some employees who met certain criteria</p> <p>2.4 Implemented apprenticeship program for administrative specialists to provide special training and education opportunities, resulting in a total 3% pay increase after one year</p> <p>2.5 Provided new employee orientation, budget training, supervisor training and periodic personal interest employee workshops</p> <p>2.6 Provided online cashier, Red Flag, and credit card training</p> <p>2.7 Worked on a draft succession plan for key College positions</p> <p>2.8 Annual EEO report indicated slight increase in percentage of goal met from 83.8% in 2009 to 84.6% in 2010.</p> <p>2.9 Annual benefits fair and health screenings offered for employees</p> <p>2.10 Employees have the option to work flexible schedules if approved by their supervisor based on their position and workload</p> <p>2.11 Implemented a comprehensive Wellness program for College employees that offers workshops, exercise classes, Weight Watchers at Work, discounts at gyms as well as reimbursement of a portion of membership fees, walking groups, etc.</p> <p>2.12 A State EIP audit was conducted with one finding where a premium deduction amount had to be corrected. The correction was made.</p>	<ul style="list-style-type: none"> <li>Succession plan will be finalized in FY 12</li> <li>Will continue to look for ways to increase minority hiring and increase EEO report percentage of goals met</li> <li>The College pay plan for FY 12 will be developed based on the budget and will include increases as resources allow</li> </ul>



--	3.0	Allocate, monitor and manage College budget and other resources effectively and efficiently and in accordance with all federal, state, and local laws, rules, and regulations	<ul style="list-style-type: none"> <li>• The College applied for and received energy rebates from Progress Energy for eligible projects, which total \$54,899 in incentives for the lighting and Health Sciences projects</li> <li>• Credit card spending increased by 6% from FY 10 to FY 11.</li> <li>• Received \$9,756 from surplus sales, auctions &amp; pallets. Additional funds are still receivable.</li> <li>• Employed contract grant writer and applied for a federal PBI grant</li> <li>• Created and filled a position for a grant writer/alumni affairs director in order to find additional funding sources</li> <li>• Implemented online budget transfers, eliminating the need for a paper process (for unrestricted accounts)</li> </ul>	<ul style="list-style-type: none"> <li>• The College will seek funding to upgrade lighting in additional buildings</li> <li>• The College will seek funding to improve and enhance security measures at the College</li> <li>• The Energy Team will participate in an energy assessment sponsored by the SC Energy office in order to find ways to reduce energy costs</li> <li>• The College will continue to look for ways to increase credit card usage while maintaining appropriate internal controls and complying with all state regulations</li> </ul>
5 7	4.0	Provide and maintain College facilities (buildings & grounds) that are safe, sufficient, attractive, and efficiently operated	<ul style="list-style-type: none"> <li>• The 2011 Programs and Services survey indicated that the % of respondents satisfied or very satisfied with College facilities, including satellite campuses was 95.6% to 96.2%</li> <li>• All fire marshal and safety audit inspection findings have been corrected</li> <li>• College grounds upkeep has improved as a result of hiring an experienced groundskeeper and a third person during the summer</li> <li>• Projects completed during FY 11 (on time and on schedule): <ul style="list-style-type: none"> <li>○ Health Sciences</li> <li>○ Building 600 renovation</li> <li>○ Campus-wide way-finding signage</li> <li>○ M300 roof replacement</li> <li>○ Library entrance</li> <li>○ Designated smoking gazebos</li> <li>○ M400 sheet metal lab</li> <li>○ Welding lab</li> <li>○ Lighting upgrade</li> <li>○ NRM portable</li> </ul> </li> <li>• Projects initiated during FY 11 (to be completed in FY 12): <ul style="list-style-type: none"> <li>○ Main campus and M300 renovations</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Continue weekly meetings to review progress on projects</li> <li>• Complete projects in process: <ul style="list-style-type: none"> <li>○ Main campus and M300 renovations</li> <li>○ M700 renovation</li> <li>○ M200 renovation</li> </ul> </li> <li>• Continue to implement facilities master plan as resources allow</li> </ul>

			<ul style="list-style-type: none"> <li>○ M700 renovation</li> <li>○ M200 renovation</li> </ul>	
--	5.0	Provide high quality auxiliary and internal services that are competitively priced and enhance the educational programs and services of the College	<ul style="list-style-type: none"> <li>• Bookstore sales were over \$3M in FY 11 for the second year in a row due to increased enrollment and the availability of new merchandise being offered for sale</li> <li>• The Spring 2011 Programs and Services Survey results indicated that greater than 91% were satisfied or very satisfied with bookstore promptness and courtesy</li> <li>• Textbook reservation program was eliminated due to low participation by students</li> <li>• Established a textbook rental option for students, which lowered the cost of some textbooks.</li> <li>• Provided quality and timely service to faculty and staff through print shop and mail room</li> <li>• Local food vendors were used to provide food service on main campus as a service to students and employees</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to provide high quality and timely services and monitor feedback in order to improve</li> <li>• Work with local food vendors to continue to provide lunch 4 days a week and breakfast as many days as possible</li> <li>• Continue to work with department chairs and look for opportunities to reduce costs for students while providing products they need for classes</li> </ul>
--	6.0	Provide academic and administrative systems and infrastructures that are responsive to the operation and management needs of the College and delivered in a timely and effective manner	<ul style="list-style-type: none"> <li>• Underwent a security assessment of the College (funded by System Office) that inspected physical, virtual, and logical components of security.</li> <li>• Identified the College's team for managing the programs and finances for the BTOP grant; hired required personnel; purchased equipment for the wireless network and five mobile classrooms; and established a reservation and reporting system for utilization of the equipment provided by the BTOP funds.</li> <li>• Implemented the enhanced Learning Studio design at the new Kershaw County Campus, Health Sciences Center, and Building M600</li> <li>• Installed and implemented a new virtualized platform of services in a blade center to support the test and production versions of the ERP system, test and production versions of Luminis, Microsoft Exchange, and DNS, and achieved some knowledge transfer from consultants to the ILT staff in new operating systems, languages, and virtualized management.</li> </ul>	<ul style="list-style-type: none"> <li>• Will use results of security assessment report to assess and update security plan, develop a multi-year action plan to safeguard the assets identified in the report, and make the college aware of best practices for security for all employees.</li> <li>• Significant systems and applications were either upgraded or developed this year. As successful as these projects were in satisfying user needs, it was obvious in working with the users that Banner and myCCTC provide many features for which users are unaware. Moreover, many users are not aware of additional modules and add-ons for the ERP system that together provide a robust environment to conduct College affairs. This</li> </ul>

		<ul style="list-style-type: none"> <li>• Successfully migrated all VMS and Windows servers and services to a virtualized Linux and Windows environment in 10 months.</li> <li>• Evaluated current workflows for hiring and terminating employees (full- and part-time) and made system improvements</li> <li>• Customized the myCCTC portal information and alerts to individuals and reduced or eliminated the need for mass emails.</li> <li>• Integrated e-mail and form fusion for the accounting office</li> <li>• Customized and implemented the AIMS tracking system for user incident reporting via myCCTC</li> <li>• Enabled SDE in Banner in order to provide additional storage information about faculty and their credentials (SACS)</li> <li>• Migrated to Exchange 2010 and implemented a BES for providing access to email for Blackberry users</li> <li>• Developed new systems and applications as requested by users including: <ul style="list-style-type: none"> <li>• Re-developed the Directives System using Argos</li> <li>• Integrated the ID photos from the ID system in Security to store the photos in Document Management. It also included the logging of tickets into Banner and posting charges to AR automatically.</li> <li>• Implemented a Transparency Reporting System accessible from the public web site</li> <li>• Automated the electronic monthly bank file process</li> <li>• Designed, developed, and implemented a new workflow for the New Employee Clearance process</li> <li>• Implemented the remote hosted Needs Analysis component of Financial Aid</li> <li>• Implemented full-year Pell awarding</li> <li>• Automated the loan notification to students who applied for a loan</li> </ul> </li> </ul>	<p>observation is indicative of the need for a new approach to system development as well as exploring pathways to new innovations that enable the College users to move beyond the basic features of legacy systems and an into a higher level of service delivery. Based on this assessment, Information and Learning Technologies expects to incorporate the following actions into next year's plan of action:</p> <ol style="list-style-type: none"> <li>1. Activate the ERP Innovation Community of Practice as well as the Banner User Group in order to assess current practices as well as discover new and innovative applications for the College and its digital community.</li> <li>2. Develop a 6-12 month development and maintenance schedule and discuss the calendar with key groups.</li> <li>3. Embrace mobility but in a secured environment and partner with organizations to bring our programs and services to the mobile device environment using either Mobile Connect from Sungard or MobEDU from N2N as a beta partner.</li> <li>4. Implement DegreeWorks to serve many user bases and determine what measures can be used to improve student success</li> </ol> <ul style="list-style-type: none"> <li>• A significant investment was made in the Main Campus infrastructure in order to build a wireless network and provide a state of the art computing center. To continue to capitalize on the capabilities of this investment, the focus for next</li> </ul>
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			<ul style="list-style-type: none"> <li>• Developed a report of veterans taking online courses</li> <li>• Implemented a direct loan reconciliation process</li> <li>• Developed a report of students receiving Financial Aid who have changed their enrollment hours since the hours were locked</li> <li>• Automated the End-of-Term processing to implement a pre-requisite failure process</li> <li>• Re-designed the infrastructure and its core and switch components on Main Campus and HSC, and implemented communications for the new labs, classrooms, and offices, seminar rooms, divided and reconfigurable spaces, and medical technology areas.</li> <li>• Built, configured, and maintained a Linux monitoring system for all servers and services that provided a dashboard of critical services for USS, and alerts persons when an outage has occurred.</li> <li>• Purchased equipment and deployed networking components to provide the College with a public and private wireless network with blanket coverage on Main Campus, both Kershaw locations, Lee County, HSC, Shaw Center, and the College-side of F E Dubose. The installation included TECACS Security.</li> <li>• Increased Internet bandwidth from 20MB to 50MB</li> <li>• Implemented Metro-E converged communications at Kershaw and the new HSC facility.</li> <li>• Installed a private VPN with Shaw Center, NRM, and Lee County for secured data transmission between the remote sites and Main Campus</li> <li>• Upgraded the Testing Centers at Main Campus, Shaw Center, and Kershaw to provide Internet-based Compass testing.</li> <li>• Upgraded all computers labs to Windows 7 and Microsoft Office 2010</li> <li>• Loaded, configured, and deployed 150 notebooks in five carts with access to the private wireless network to three locations as part of the BTOP</li> </ul>	<p>year will be continued upgrade and expansion of capabilities, to include:</p> <ol style="list-style-type: none"> <li>1. Upgrade the infrastructure at F E Dubose to replace end-of-life and end-of-service switches and replace them with components that support greater throughput and wireless technology.</li> <li>1. Upgrade the infrastructure at Shaw Center and Lee County to replace end of life and end of service equipment.</li> <li>2. To incorporate security appliances and other monitoring systems to give more control over the network traffic and acceptable use of resources.</li> <li>3. Investigate the use of and membership in Light Rail and Internet 2.</li> <li>4. Incorporate mobility into the infrastructure design to securely support remote users and mobile apps.</li> </ol> <ul style="list-style-type: none"> <li>• The creation of a technology fund for annual replacement of instructional computers and classrooms continues to serve the College well in keeping its classroom and lab facilities current. With this best practice in place and working well, it is time to devote more focus on innovative technology for teaching and learning in the learning space. To that end the Learning Spaces Community of Practice will begin meeting in July with a focus on learning space design and the investigation of technology for faculty and students that augments the learning process, including: <ol style="list-style-type: none"> <li>1. Lecture Capture</li> <li>2. Mobile classroom composition and use</li> <li>3. Mobility features for teaching and learning</li> <li>4. SmartPhone Apps to integrate with Banner.</li> <li>5. New classroom and computer lab configurations to encourage collaboration inside and outside of class</li> </ol> </li> </ul>
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			<p>grant agreement</p> <ul style="list-style-type: none"> <li>• Loaded, configured and deployed 24 tablet PCs for the Information technology academic programs</li> <li>• Loaded, configured, and deployed 25 notebooks for General Education at Shaw Center</li> <li>• Loaded, configured, and deployed 20 laptops at the Natural Resources Management Center</li> <li>• Incorporated NetTutor into the SSO for myCCTC</li> <li>• Migrated students to Gmail and provided additional accounts for employees</li> </ul>	
6	7.0	Create a support system that trains and assists users in effective use of technology and provides comprehensive, responsive, and efficient and effective assistance to meet the changing requirements of users	<ul style="list-style-type: none"> <li>• Sponsored PDP activities for faculty and staff that included channel management for Banner services alerts and actions via myCCTC and 3 courses for the Apprenticeship program for Administrative Assistants (delivered twice with ratings exceeding 3.5 on a 4 point scale)</li> <li>• Developed an awareness campaign about Information and Learning Technologies and the role of User Support Services as the single point of contact for incident management</li> <li>• Implemented an ITIL-based approach to single point of contact, including an incident tracking system integrated into and accessible from myCCTC via SSO.</li> <li>• Provided a physical user support presence at Camden and Manning locations at least twice a week.</li> <li>• Expanded USS hours of operation and established an on-call rotation with Systems and Programming and System and Network Administration</li> <li>• Identified the membership for a Community of Practice to serve as an advisory function for all USS programs and services.</li> <li>• Implemented a print management system for learning resource areas in order to provide controlled printing in the labs and classrooms for faculty, staff, and students.</li> </ul>	<ul style="list-style-type: none"> <li>• A theme throughout the year was a growing awareness that users were not always clear on their source of contact for support in resolving incidents and the need for assistance. It was also clear that user expectations of uptime on servers and services were not uniform. To address these concerns and improve, streamline, and bring innovation into user support service at all technology levels and areas, ILT will continue to focus on customer service via the ITIL model for USS, with an emphasis on the following actions to enhance service delivery: <ol style="list-style-type: none"> <li>1. Continue to build on the success of the first phase of the ITIL-model and Single Point of Contact by expanding the focus beyond incident management to include: asset management, change management, and problem management.</li> <li>2. Design and implement a new employee orientation session customized to the needs of the employee and synchronized with the new hire workflow such that the resources are available within 2 days of arrival and the orientation is successfully delivered at the same time, synchronized with the WorkFlow process for hiring new employees.</li> <li>3. Activate the Community of Practice for User Support Services to function in an advisory capacity for USS programs and services.</li> </ol> </li> <li>• myCCTC (Luminis) is growing in use and as a method of communicating with all users,</li> </ul>

				<p>including students. The outsourcing for the support of Luminis was very effective in addressing the needs of users more quickly and incorporating advanced functionality into the product. Based on the increasing uses and experiences with Luminis 4 and the acceptance of the portal as the universal digital community, it is necessary to develop an approach to managing the portal and its content in a more innovative manner. To improve both the content, experience, and vitality of myCCTC, the department plans to:</p> <ol style="list-style-type: none"> <li>1. Activate the Digital Community Community of Practice composed of key users who establish procedures for managing the portal appearance and content</li> <li>2. Identify key personnel who will be authorized to develop and maintain the content for the portal</li> <li>3. Explore new applications and services for the portal</li> <li>4. Serve as the team for the implementation of Luminis 5.</li> </ol>
5 6 7	8.0	Provide services and support to all other departments of the College and students in the areas of accounting, procurement, personnel, physical plant, auxiliary and internal services (print shop, mail service, shipping/receiving), safety and security, inventory management, and information and learning technologies.	<ul style="list-style-type: none"> <li>• Provided ongoing inventory support to the College and maintained an accurate inventory of fixed assets. <ul style="list-style-type: none"> <li>○ Bldg 600 cleaned out and prepared for renovation</li> <li>○ ETC equipment moved to bldg 600</li> <li>○ Bldg 700 cleaned out and prepared for renovation</li> <li>○ M300R staff moved to M401 during renovation project</li> <li>○ M200 equipment moved during renovation</li> </ul> </li> <li>• Processed 910 new equipment items worth \$2.6M</li> <li>• Managed the College's surplus property process</li> <li>• Coordinated the destruction of 420.5 cu. ft. of obsolete official college records in accordance with SCDAAH Records retention requirements, and recycled 10,954 lbs of paper and cardboard through SCDOC</li> </ul>	<ul style="list-style-type: none"> <li>• Assist in moves after projects completed (700, 200, 300)</li> <li>• Investigate the feasibility of using the College's Banner administrative system to maintain fixed assets records instead of the SBTCE AIMS system</li> <li>• Make changes to inventory and surplus property procedures after final revised procedures are issued by the System Office</li> <li>• The College Emergency Operations Procedures manual will be rewritten and enhanced in FY 12</li> <li>• Install additional surveillance cameras in building M300 and other buildings if funds permit</li> <li>• Investigate emergency messaging systems that will allow the College to coordinate and combine emergency messaging. Purchase a system if resources allow.</li> </ul>

			<ul style="list-style-type: none"> <li>• The Security department sponsored the second annual Community Crime Forum in conjunction with the City and County police departments</li> <li>• Student satisfaction rates with security was rated at 91% for promptness of response; 93.5% for courtesy of security staff; and 94% for accuracy</li> <li>• Installed surveillance cameras for security monitoring in building M100</li> <li>• Improved enforcement of College smoking policy with installation of new smoking gazebos</li> <li>• The Security department started a student cadet program with five students participating in the program.</li> <li>• Completed College-wide Banner leave and time entry decentralization project</li> </ul>	
10	9.0	Facilitate effective planning, evaluation, and use of results for quality support services for continuous improvement	<ul style="list-style-type: none"> <li>• Prepared Divisional and departmental annual plans of actions</li> <li>• Prepared Divisional and departmental annual effectiveness reports</li> <li>• Prepared EPMS documents (planning stage and evaluation) for all permanent and probationary employees</li> <li>• Continued implementation of Facilities Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>• College survey results are analyzed in order to improve services</li> <li>• Will activate the Community of Practice for Strategic Planning for the ILT department to conduct a quantitative and qualitative survey of current and future service needs and develop a multi-year strategic direction for the department.</li> </ul>

**Student Affairs**  
**ANNUAL EFFECTIVENESS REPORT**  
**AY 2010-2011**

Strategic Goal Supported	Annual College Goal Supported	Division Objective	Implementation Tasks	Results	Use of Results
7	11	1. Engage in effective planning, evaluation, use of results, and reporting to support the College's Mission and Vision.	1.1 Develop annual plan of action for Student Affairs.	1.1 Participated in annual Planning Forum; solicited input on plan of action; drafted plan and reviewed with staff; submitted to other divisions; assessed progress periodically to ensure task completion and goals met.	1.1 Continue to effectively plan, implement task, evaluate progress and make changes for continuous improvement.
			1.2 Ensure Student Affairs departments have integrated plans of action reflecting College and division objectives and goals.	1.2 Prepared departmental plans of actions based on division plan and College goals; shared with departmental staff; monitored progress periodically.	1.2 Continue to integrate departmental plans of action and share with staff.
			1.3 Review results of College surveys and student feedback to improve student services.	1.3.1 Implemented Student Feedback process which resulted in 16 feedback cards received with 94% satisfaction rate. 1.3.2 Developed online survey for outreach locations which resulted in 48 surveys completed; received 94% satisfaction rate in all areas except course offerings. 1.3.3 Used results from Programs and Services Survey and student feedback to implement changes for continuous improvement. 1.3.4 Used information from surveys, customer comments, and staff input to	1.3 Identify methods to increase responses through student feedback system; 1.3.2 Develop a survey to assess course scheduling needs at outreach locations. 1.3.3 Continue to use appropriate surveys. 1.3.4 Continue to use appropriate surveys.



				improve services, and adjust Cost of Attendance.	
			1.4 Use existing data to develop enrollment trend charts.	1.4 Developed enrollment trend charts by student type; developed web application report and military report; reviewed existing reports to analyze data and made improvements in services and communications.	1.4 Continue to analyze enrollment trends to implement effective recruitment and marketing strategies and provide appropriate services.
			1.5 Ensure individual programs have established missions, program outcomes, and assessment processes in place.	1.5 Developed program-specific mission statements, learning outcomes, and evaluation processes. Developed student learning outcomes for all workshops provided by Student Affairs. Conducted program reviews on Student Life, Career Services, and Special Populations Program	1.5 Continue to assess program and student learning outcomes and make changes as needed.
			1.6 Compile Fifth-Year Report for SACS accreditation.	1.6 Contributed to the data collection and reporting process for the Fifth-Year Report for Student Affairs.	1.6 Continue to support data collection process for the Administration and Planning Division
<b>6</b>	<b>6</b>	<b>2. Attract and retain diverse and credentialed personnel to provide quality student support services.</b>	2.1 Hire and retain qualified and diverse personnel.	2.1 Hired qualified and diverse staff with expertise in student services and quality customer service skills utilizing multiple recruitment sources; ensured staff salaries were competitive within the system.	2.1 Continue to hire qualified and diverse staff and offer competitive salaries.
			2.2 Assess staff professional development needs.	2.2 Solicited requests for professional development being mindful of budgetary constraints; solicited feedback from staff following professional development activities. Hosted five Come See Me events to increase awareness of division.	2.2 Continue to assess professional development needs.
			2.3 Complete annual EPMS process.	2.3 Used EPMS process to plan for individual employee plans of work and submitted documents to Personnel Office.	2.3 Complete EPMS process and provide feedback to employees.

			2.4 Communicate the organizational structure and roles of employees to staff and review all positions to ensure relevance.	2.4 Conducted review of position descriptions and made changes where needed to ensure accurate reflection of job duties and responsibilities. Made changes to organizational structure through creation of new division.	2.4 Continue to review position descriptions annually and assess division needs.
2, 3	1, 3	3.1 Increase awareness of the College through aggressive marketing and recruiting.	3.1 Develop an effective and comprehensive recruitment plan of action.	3.1 Did not develop individual plan of action for recruitment; implemented recruitment tasks through Admissions and Records plan of action; coordinated recruitment activities resulting in an annual enrollment increase of 1.5%; promoted the College as a first-choice, post-secondary institution of higher education.	3.1 Develop a plan of action for new department of Recruitment, Outreach, and Testing
			3.2 Increase awareness of CCTC programs of study at high schools in four-county area.	3.2 Increased awareness of CCTC programs of study at high schools in four county areas. 165 visits were made by recruiters to local area high schools to include programs of study information provided during lunch hours and classroom presentations.	3.2 Increase enrollment of secondary students by 2%.
			3.3 Work with secondary schools, adult education centers, and career centers to facilitate a seamless transition to college for students.	3.3 Established communications and processes which supported a cooperative environment; provided placement testing to 30 Sumter Co. Adult Education GED recipients; increased enrollment of high school graduates from 11.4% in 2009 to 12.8% in 2010.	3.3 Increase enrollment of secondary students by 2% annually.
			3.4 Promote at least three Open House events.	3.4 Coordinated three Open House events on main campus and one at each outreach location. Conducted two TRiO Open House events.	3.4 Analyze Open House strategies and make improvements to increase attendance.
			3.5 Utilize data on potential students through Banner Recruit Module.	3.5 Utilized data on potential students through Banner Recruit module; prospects included in Open House	3.5 Create semester recruitment reports identifying prospect to admit to enroll

				mailers.	rate; develop comprehensive communication plan; identify strengths and weaknesses in recruitment efforts.
			3.6 Market dual enrollment program offerings in existing secondary schools.	3.6 Communicated to secondary counselors, prospective students, and parents the benefits of the dual enrollment program; administered all dual enrollment testing.	3.6 Market dual enrollment through recruitment plan.
			3.7 Promote articulation opportunities to facilitate transition to college.	3.7 Discussed the articulation program with guidance counselors, students, and parents during special events.	3.7 Market articulation opportunities through recruitment plan.
			3.8 Market availability of admissions online application and develop a comprehensive plan for web applicants.	3.8 Promoted online application during recruitment events; communicated availability of online application in all correspondence to potential students; increased percentage of online applicants who become students by 5% (from 71% to 75%).	3.8 Increase by 2% web applicants who enroll at the College.
			3.9 Use Banner Recruit Module to develop communication plans for prospects.	3.9 Implemented communication plans for "Tested Not Admitted" students and high school students in service area.	3.9 Develop comprehensive, documented communication plan
			3.10 Increase marketing of the USC Bridge Program.	3.10 Increased marketing through mailings to parents of seniors and increased personal contacts with Bridge students. Created a plan of action, promoted program on bulletin boards, TV commercials and plasmas. Served 73 Bridge students, provided 33 communication messages, and coordinated 2 events for Bridge students.	3.10 Move responsibility for this program to Academic Affairs.
			3.11 Develop integrated recruiting plan for business and industry.	3.11 Did not develop a recruitment plan for business and industry. Recruitment of this sector managed primarily in the Workforce Development Division with	3.11 Continue to collaborate with Workforce Development Division

				assistance from recruiters. Recruiters became members of MELA to address needs in business sector.	
<b>4, 5, 7</b>	<b>7, 8, 9</b>	<b>4. Provide quality student support services, regardless of location, that promote student success, support the learning environment, and meet financial and personal needs of students.</b>	4.1 Promote availability of financial aid and importance of applying for financial aid early.	4.1 Offered 18 workshops and increased publicity efforts to raise awareness in the community; incorporated financial aid information into recruiting presentations. Adjusted counselor rotation to Outreach to provide more consistent service.	4.1 Assess content and effectiveness of workshops offerings; promote early completion of FAFSAs.
			4.2 Conduct Financial Aid Night presentations in all area high schools.	4.2 Increased number of presentations and public contacts with prospective students and parents at high schools in our service area from 7 in 2009-10 to 9 in 2010-11, thus increasing awareness of CCTC as an affordable option for post-secondary education.	4.2 Continue to conduct financial aid presentations at area high schools. Increase efforts to inform guidance counselors of financial aid options.
			4.3 Host Sumter County's College Goal Sunday event in conjunction with national event.	4.3 Planned, promoted, and presented College Goal South Carolina to promote timely FAFSA filing and increase public awareness of CCTC services; showed CCTC as a cost-effective option for higher education.	4.3 Continue to host College Goal SC and focus on increasing attendance.
			4.4 Work closely with the IET Division to promote scholarships to eligible students.	4.4 Managed IET scholarship program (139 applications) in an effort to provide assistance to students with unmet need.	4.4 Manage IET scholarship program in partnership with Academic Affairs.
			4.5 Collaborate with Business Office to distribute Educational Fee Waivers for students needing additional financial assistance.	4.5 Promoted the availability of fee waivers among Student Affairs staff; enabled enrollment for 15 eligible students who would not otherwise be able to attend CCTC.	4.5 Continue to identify students with unmet need and award EFW's as appropriate.
			4.6 Evaluate the ongoing need of the financial aid management group, adjust	4.6 Identified processes or issues not yet resolved; sought input from the group regarding continuance.	4.6 Completed all tasks at hand; discontinued regular meetings; will meet in the

			meeting frequency, or terminate group.		future on an as-needed basis.
			4.7 Determine the effectiveness of the Passport Program in reducing the percentage of students on financial aid suspension.	4.7 Implemented evaluation process for the Passport Program to determine participation and effectiveness; developed program outcomes	4.7 Recommend ending Passport Program due to zero student participation.
			4.8 Provide financial aid services at outreach locations.	4.8 Schedule and maintain comparable financial aid services at all outreach locations to improve accessibility for students. Provide training to outreach staff as needed. Scheduled and maintained comparable financial aid services at all outreach locations to improve accessibility for students. Provided training to outreach staff as needed. Adjusted counselor rotation to outreach to provide more consistent service	4.8 Continue to monitor and adjust resources to ensure quality customer service at all locations. Participate in outreach staff meetings.
			4.9 Ensure adherence to federal financial regulations and monitor effectiveness of financial aid services provided to students.	4.9 Monitored federal regulations, including Program Integrity and Gainful Employment changes; made program adjustments or additions as needed; expanded default management efforts; gathered and submitted pertinent information to stakeholders as needed.	4.9 Continue to monitor changes, attend trainings and adjust
			4.10 Develop a comprehensive career services program to prepare students for success by providing educational and career development opportunities in collaboration with College divisions and community partners.	4.10 Collaborated on PBI grant to receive funding to establish a comprehensive Career Services Center; developed Career Services Center Model; received Wachovia grant to purchase equipment for Career Services; established partnerships with local businesses and industries to use College Central database (916 students, 103 alumni, 119 employers registered); marketed Career Services to students	4.10 Implement Phase I of comprehensive Career Services Center. Collaborate with faculty and staff to increase awareness of Career Services.

				<p>through services and workshops; did not host an annual on-campus job fair or develop "Tip of the Month" communications.</p> <p>Marketed career services to students by providing resume writing assistance, college wide career workshops, and classroom workshops. 10 career services workshops were offered during 2010-11 academic year.</p>	
			4.11 Continue to enhance New Student Orientation (NSO).	<p>4.11 Developed and implemented an online NSO; continued to assess the effectiveness of NSO and implemented changes; developed automated evaluation process and used results to enhance NSO. Fall NSO: 219 (+6.3%) attendees with 3.62 satisfaction rate; Spring NSO: 88 attendees with 3.64 satisfaction rate.</p>	4.11 Review content and format of NSO; increase number of attendees.
			4.12 Increase student involvement with student activities.	4.12 Coordinated activities for students that provided a wide range of experiences including: service to the community, leadership training, and volunteer work experiences; scheduled regular meetings with club advisors to monitor activities; offered 3 new clubs; hosted annual Club President luncheon; increased PTK participation; hosted largest Awards Convocation to date.	4.12 Continue to increase student involvement; implement Student Government Association; host Welcome Week and Spring Fling
			4.13 Provide quality academic advisement and registration services to students.	4.13 Advised specific student groups through the Advisement Center; identified barriers to enrollment growth and program completion; managed registration lab; monitored registration process through Registration Feedback; conducted annual advisement and	4.13 Advise new and readmitted students; collaborate with Academic Affairs regarding course enrollment.

				registration training to staff. Monitored and tracked progress of over 450 advisees.	
			4.14 Promote the availability of disability services to students and provide services that lead to student success.	4.14 Marketed disability services by revising ADA information on website and posting flyers throughout all campuses; provided reasonable accommodations; conducted workshops specifically designed for students with disabilities; monitored academic progress of ADA students with use of ARGOS and developed homework calendar for students; provided semester reports on program participation to VP for SA.	4.14 Continue to offer workshops for ADA students; conduct one counseling session per student per semester; provide semester reports to VP for SA on program participation.
			4.15 Conduct a program review on the Special Populations program.	4.15 Reviewed eligibility requirements of Special Populations program; reviewed service offerings; identified changes to program for AY11-12. Increased retention rate of participants by 13% in Fall and 11% in Spring. Conducted graduate survey to determine employment needs of participants.	4.15 Revise website, flyers, and forms; implement eligibility for AA/AS students with technical concentration; revise book loan component of program.
			4.16 Evaluate the effectiveness of the TRiO tutoring program.	4.16 Established procedures to assess the effectiveness of tutoring; provided tutoring to 160 students; submitted semester reports to VP for Student Affairs for review; implemented necessary changes; recruited 49 new students to program; conducted 26 workshops.	4.16 Continue to assess program effectiveness; focus on integrating TRiO college-wide.
			4.17 Ensure adherence to regulations for TRiO program.	4.17 Monitored federal regulations of the TRiO program; made program adjustments as needed; administered over \$50,000 in grant aid; submitted annual performance reports.	4.17 Monitor federal regulations and ensure compliance.

			4.18 Plan and promote workshops on topics relevant to student success which facilitate well-being and academic success.	4.18 Developed annual workshop schedule using evaluations from previous workshop offerings; marketed most events two weeks prior to event; offered 76 workshops.	4.18 Develop AY 11-12 workshop calendar and increase student participation through Academic Affairs.
			4.19 Automate the graduation application process.	4.19 Did not automate the graduation application process due to time constraints; did improve graduation process, revised timeline, formed graduation committee; improved additional processing in Student Records and ensured accuracy of ARGOS reports.	4.19 Streamline graduation application process and automate using Banner by October 15. Continue use of graduation committee.
<b>1, 2, 4, 5, 7</b>	<b>1, 7, 8</b>	<b>5. Market availability of programs and services at outreach locations to contribute to enrollment growth of targeted populations and to support the learning environment.</b>	5.1 Improve access to college resources for students at all locations. Market availability of programs and services at each outreach location.	5.1 Promoted accessibility and availability of programs and services through flyers, website, newspaper advertisements, and promotional events; collaborated with appropriate staff to ensure access to TRiO, tutoring, student activities, and career services. Conducted one Open House at each location.	5.1 Continue to promote outreach locations.
			5.2 Provide opportunities for training to business and industry.	5.2 Collaborated with Workforce Development to identify training needs for business and industry; coordinated use of Kershaw Campus facilities for various trainings.	5.2 Continue to collaborate with Workforce Development to provide training facilities.
			5.3 Assess the academic needs of students attending outreach locations.	5.3 Did not formally survey students to identify specific course offerings that meet the needs of students; surveyed outreach students to determine level of satisfaction and course offerings were identified as problematic; coordinated course offerings with department chairs.	5.3 Develop and administer survey on course offerings.
			5.4 Solicit suggestions/feedback from	5.4 Developed and implemented a satisfaction survey to make	5.4 Continue to assess satisfaction at all locations.



			students, faculty, and staff to make improvements at each campus.	improvements; received 94% overall satisfaction rate; received 95.6% satisfaction rate with outreach campus facilities on Programs and Services Survey.	
			5.5 Ensure integrity of Testing Services at outreach locations.	5.5 Maintained accurate records of Testing Services and sent to Main Campus; maintained test security and reported all Testing Center incidents immediately; informed outreach faculty of Testing Services.	5.5 Maintain accurate records and follow all policies of Main Campus Testing Center.
			5.6 Utilize data to identify enrollment trends and make informed decisions.	5.6 Compiled semester reports on enrollment and course offerings at each location; submitted to VP for SA each semester; used data to develop semester course schedules.	5.6 Continue to compile reports and identify appropriate course offerings.
			5.7 Continue to expand the Kershaw County Campus.	5.7 Increased enrollment by 24% for 2010-11 academic year; increased new admits by .8%.	5.7 Increase enrollment by 25% for AY 11-12; increase percentage of dual enrolled students who continue at the College.
			5.8 Increase enrollment of active duty military personnel and their dependents by 5%.	5.8 Increased marketing of the Patriot Scholarship (awarded 30 scholarships for AY 10-11); hosted Open House events and participated in base-wide Education Fairs; offered alternative formats for course offerings; increased enrollment of military related students by 7%. Applied for and received Military-Friendly School status.	5.8 Continue Patriot Scholarship; identify appropriate program(s) to be offered at Shaw Center.
			5.9 Increase scholarship opportunities for Clarendon County students.	5.9 Increased promotion of institutional scholarships to Clarendon County students but experienced a 3% decrease in recipients from Clarendon County.	5.9 Focus on enrollment rather than specific scholarship awards. Continue to promote scholarships.
			5.10 Aggressively market the Lee County Site to local residents, high schools, and	5.10 Did not increase enrollment at the Lee County Site by 5% for 2010-11.	5.10 Track pending students and document follow up; identify new strategies for

			Adult Education.		recruitment.
<b>3, 4, 5, 7</b>	<b>2, 8</b>	<b>6. Provide support for all related Academic and Business Affairs initiatives and services</b>	6.1 Work collaboratively with Academic Affairs to enhance student success and retention	6.1 Served on Retention Team and implemented initiatives of the Retention Team; sent two emails each semester to new students; made personal calls to more than 500 students who were purged; created Student Services info sheet for faculty and distributed via email; compiled two cohort reports and sent to AMT for focused initiatives; developed TRiO Fact Sheet for use by faculty; reinstated face-to-face NSO with electronic evaluation.	6.1 Support college-wide retention initiatives.
			6.2 Support EEDA and dual enrollment activities for secondary schools.	6.2 Provided testing services to secondary schools by testing 714 dual enrolled students; participated in Industrial Technology Career Institute as part of EEDA initiative.	6.2 Administer placement testing for dual enrollment program. Support EEDA initiatives.
			6.3 Offer comprehensive testing services for all programs and students.	6.3 Administered 15,282 exams for AY 10-11; scheduled and proctored specialized Health Sciences exams based on program and student demand; proctored online and makeup exams; provided WorkKeys, CLEP/Dantes testing; assisted with the implementation of STEP test. Provided training on best practices and customer service techniques. Created electronic appointment book.	6.3 Evaluate Testing Center needs; continue to provide training to staff to ensure effectiveness assessment processes.
			6.4 Continue to review the impact of the College Studies Certificate on retention, enrollment, and student success.	6.4 Determined College Studies Certificate was appropriate.	6.4 Project completed.
			6.5 Train faculty on classroom management and the discipline process.	6.5 Developed and presented training on classroom management and the discipline referral process. Developed	6.5 Provide ongoing training regarding classroom management and discipline

				Disruptive Students brochure and distributed to all faculty.	process.
			6.6 Attend advisory committee meetings and provide feedback to admissions staff regarding employer expectations.	6.6 Attended all advisory meetings and provided feedback to admissions staff; used input to determine appropriate employment related workshops and career services.	6.6 Continue to attend advisory meetings.
			6.7 Explore the expansion of four-year articulation programs such as the USC Bridge program.	6.7 Identified potential four-year institutions with which CCTC can facilitate articulation and monitored the effectiveness of the USC Bridge program; reported on numbers of participants in program	6.7 Responsibility moved to Academic Affairs.
			6.8 Maintain record of articulated courses.	6.8 Kept accurate semester reports of articulated courses; distributed to VP for SA and VP for AA each semester.	6.8 Continue to maintain articulation reports.
			6.9 Communicate availability of academic and technical services to students.	6.9 Informed students of services such as USS, library, distance education, and tutoring services during the admissions and registration process through handouts, presentations, and personal communications.	6.9 Communicate services to students through admissions process and myCCTC.
			6.10 Support faculty orientation programs by providing information on Student Affairs.	6.10 Provided information on available student support services to new and adjunct faculty through orientation programs; provided FERPA training; provided relevant information on financial aid programs, and information needed in SAP advising, and other pertinent topics.	6.10 Continue to support faculty orientations.
			6.11 Create an FAQ document for faculty advisors.	6.11 Did not develop an FAQ document for posting in myCCTC for faculty advisors with information related to admissions and support services. Created several financial aid related documents in conjunction with the deans for use by faculty advisors.	6.11 Develop FAQ for posting in myCCTC.

<b>7</b>	<b>5, 11</b>	<b>7. Support effective communication, organizational structure, budgetary, and data management</b>	7.1 Operate Call Center and automated call campaigns during times of heightened activity to improve customer service and communication with students, faculty, and staff.	7.1 Provided more timely response to students, faculty, and staff during critical time frame surrounding the beginning of each semester; alleviated increased burden of telephone calls and voice mails for staff members during peak times. Updated all Call Center training manuals and conducted staff training.	7.1 Move all aspects of Call Center management to Financial Aid; explore the options of using third party call center services.
			7.2 Communicate electronically with students when feasible in light of budget constraints.	7.2 Utilized technology to communicate with students in a cost-effective and efficient manner regarding academic and financial status (Warning and Probation letters sent via email; acceptance letters sent via email; used myCCTC announcements).	7.2 Continue to utilize technology for communication purposes.
			7.3 Practice sound budgetary practices of allocated resources.	7.3 Participated in annual budget review process and planned for upcoming year's budget; submitted annual equipment requests; reviewed operational budgets monthly.	7.3 Continue to monitor all budgets and justify requests for increases.
			7.4 Review Student Affairs directives to ensure compliance with regulations and policies.	7.4 Reviewed all existing Student Affairs directives and made revisions as needed; ensured compliance with college policies as well as federal and state regulations.	7.4 Review directives annually and revise as needed.
			7.5 Review Student Affairs web pages to ensure communication of accurate information and compliance with federal regulations.	7.5 Created student resource page on website; created military page on website; evaluated organization, content, and effectiveness of website and made adjustments as needed.	7.5 Review website regularly and make necessary changes.
			7.6 Ensure all departmental policies and procedures manuals are up to date.	7.6 Revised existing departmental manuals.	7.6 Update policies and procedures manuals annually.
			7.7 Fully implement Banner Xtender scanning software.	7.7 Implemented Banner Xtender throughout division; provided efficient and accurate recordkeeping of student	7.7 Implementation complete.

				forms, documentation, etc, while cutting expenses; providing training to all staff. Eliminated physical files of student financial aid information.	
			7.8 Improve communication between all Student Affairs staff on policies and procedures.	7.8 Did not create a Student Affairs tab in myCCTC to house policies, procedural manuals, and forms to improve communication and increase accuracy.	7.8 Investigate best option for shared information within division.
			7.9 Improve customer satisfaction with various areas within the division.	7.9 Provided customer service training to staff; only one department received satisfaction rate on promptness below 91% on Programs and Services Survey.	7.9 Continue to provide customer service training and maintain satisfaction rates above 90%.
			7.10 Seek external grant funding with the assistance of a grant writer.	7.10 Collaborated on PBI grant; secured SC GEAR Up grant; secured Wachovia Career Services grant.	7.10 Identify grant needs to support division initiatives.
			7.11 Implement Facilities Master Plan.	7.11 Submitted capital requests in line with master plan within budget constraints.	7.11Continue to implement master plan.

#### ***SUPPORTING DOCUMENTATION***

<b>Results Reference</b>	<b>Name of Document</b>	<b>Source/Author/Person Responsible</b>
<b>1.1</b>	<b>2010-2011 Student Affairs Plan of Action</b>	<b>VP for Student Affairs</b>
<b>1.2</b>	<b>2010-2011 Departmental Plans of Action TRiO Program Objectives</b>	<b>Director of Financial Aid/Director of Admissions and Records/Director of TRiO</b>
<b>1.3</b>	<b>2011 Programs and Services Survey Report/Registration Feedback Communications/Student Feedback Cards/Outreach Survey Results</b>	<b>VP for Student Affairs</b>
<b>1.4</b>	<b>Enrollment Reports/Web App Report/ARGOS Reports</b>	<b>VP for Student Affairs</b>
<b>1.5</b>	<b>Department Mission Statements and Program Learning Outcomes/Program Reviews/Student Learning Outcomes for Workshops</b>	<b>Directors</b>
<b>1.6</b>	<b>Fifth-Year Report</b>	<b>VP for Administration and Planning</b>
<b>2.1</b>	<b>Personnel Files</b>	<b>Personnel Office</b>
<b>2.2</b>	<b>Professional Development Approvals/Sign-in Sheets</b>	<b>VP for Student Affairs/PDP Committee</b>
<b>2.3</b>	<b>EPMS Documents</b>	<b>VP for Student Affairs/Personnel Office</b>
<b>2.4</b>	<b>Position Descriptions/Organizational Chart</b>	<b>VP for Student Affairs/Directors/Personnel</b>

3.1	Recruiter Activity Reports/Enrollment Reports	VP for Student Affairs/Recruitment Office
3.2	Recruitment Schedule and Reports	Recruitment Office
3.3	High School Enrollment Report/Testing Schedule for Adult Education/	VP for Student Affairs/Testing Center
3.4	Open House Schedule	Recruitment Office
3.5	ARGOS Prospect Report/Open House Spreadsheet	Recruitment Office
3.6	Dual Enrollment Reports	Dual Enrollment Office
3.7	Recruitment Presentations	Recruitment Office
3.8	Web Applicant Report	VP for Student Affairs
3.9	Communications Plans	Recruitment Office
3.10	Bridge Program Plan of Action and Reports	Bridge Program Coordinator/Recruitment Office
3.11	MELA schedule	Recruitment Office
4.1	Student Services Workshop/Events Schedule	VP for Student Affairs/Director of Financial Aid
4.2	Outlook Calendars of Presenters	Financial Aid Office
4.3	College Goal SC File	Director of Financial Aid
4.4	IET Scholarship File	Financial Aid Data Coordinator
4.5	EFW Records	Director of Accounting
4.6	FAMily Minutes	Director of Financial Aid
4.7	SAP Appeal Files	Financial Aid Counselor (SAP)
4.8	Outreach Liaison Schedule	Director of Financial Aid
4.9	Policy and Procedures Manual	Director of Financial Aid
4.10	PBI Proposal/College Central Database	VP for Student Affairs/Career Services Office
4.11	NSO Presentation, Sign-In Sheets, and Evaluations	Student Life Office
4.12	Club Advisor & President Trainings/Meeting Minutes/Club Plans of Action	Student Life Office
4.13	Sign-In Sheets for Academic Advisement/Completed Program Plans	Advisement Center
4.14	ADA Webpage/ADA flyers/ADA Argos Reports/Homework Calendar	Disability Services Office
4.15	Special Populations Program Review Summary/Program Reports	Special Populations Coordinator
4.16	Tutor Evaluations/Student Transcripts/Tutoring Report	TRiO Director
4.17	Regulation Reference Book (EDGAR) and APR's	TRiO Director
4.18	Annual Workshop Schedule/Sign-in Sheets/Evaluations	VP for Student Affairs/Directors
4.19	PCA/Graduation Timeline/Meeting Minutes	Graduation Coordinator
5.1	Outreach Open House Schedule/Recruiter Presentations	Recruitment Office
5.2	Kershaw Campus Facility Schedule	Kershaw Campus Program Manager
5.3	Outreach Survey Results/Programs and Services Survey	VP for Student Affairs
5.4	Outreach Survey Results/Programs and Services Survey	VP for Student Affairs

5.5	Testing Center Usage Report	Testing Coordinator
5.6	Outreach Course Reports	VP for Student Affairs
5.7	Enrollment Reports	VP for Student Affairs
5.8	Military Enrollment Report/PAT Scholarship Report	VP for Student Affairs/Shaw Program Manager
5.9	2010-11 Scholarship Report	Foundation Office
5.10	Enrollment Report	VP for Student Affairs
6.1	Retention Committee Meeting Minutes/TRiO Fact Sheet/Retention Effectiveness Report	Retention Coordinator/TRiO Director
6.2	ASSET Testing Spreadsheet	Testing Coordinator
6.3	Testing Center Report/Sign-in Sheets/Training Documents/Proctor Test Results	Testing Coordinator
6.4	None	
6.5	Dealing with Disruptive Students Brochure/Discipline Presentation/Sign-in Sheets	VP for Student Affairs/PDP Committee
6.6	Advisory Committee Minutes	VP for Academic Affairs
6.7	Articulation Agreements/Bridge Report	VP for Academic Affairs/VP for Student Affairs
6.8	Articulation Reports	Registrar's Office
6.9	Student Services Flyer	Director, Admissions and Records
6.10	Faculty Orientation Agendas/Faculty Presentations	VP for Academic Affairs/VP for Student Affairs
6.11	None	
7.1	Call Center Training Manual and Training Schedule	Call Center Coordinator
7.2	Sample Communication Letters	Directors
7.3	Final Budget Reports/Budget, Equipment, Capital Requests	Business Affairs/VP for Student Affairs
7.4	Student Affairs Directives	VP for Student Affairs
7.5	College Website	VP for Student Affairs/Public Relations Office
7.6	Departmental Policies and Procedures Manuals	Directors
7.7	Banner System	Administrative Coordinator for Student Affairs
7.8	None	
7.9	Programs and Services Survey	VP for Student Affairs
7.10	PBI Proposal, SC Gear Up Award Letter/Wachovia Grant	VP for Student Affairs
7.11	Capital Requests	VP for Student Affairs

All divisional annual effectiveness reports are supported by department or unit annual effectiveness reports and are maintained by the individual divisions.